

## AN ABSTRACT OF THE THESIS OF

Kimberly N. DeHart for the degree of Master of Science in Human Development and Family Studies presented on August 17, 1999. Title: The Volunteer Experience: Predictors of Success in the Long Term Care Ombudsman Role.

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Abstract approved: \_\_\_\_\_

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This study explored the influence of motivations on the volunteer experience. The relationship among motivations, volunteer satisfaction, acceptance and support of the organizational goals, and outcomes of success in the volunteer role (pattern of participation and ombudsman effectiveness) were explored using Multiple Linear Regression analyses. Motivational Systems Theory (Ford, 1992) was applied to the investigation of relationships among these variables. It was proposed that alignment between the individual volunteer's motivations and the organization's goals should predict higher levels of satisfaction, organizational commitment, and success.

Psychological aspects of the volunteer experience proved valuable to the explanation of certain indicators of success in the Ombudsman role. The rates of case reporting and the time devoted to the Ombudsman role seemed to be influenced by the importance of particular motivations toward volunteerism, the extent to which these motivations are fulfilled by involvement with the Ombudsman program, and the commitment expressed toward the organization.

Communal (offering) motivations were rated among the most important for the majority of volunteers. However, satisfaction scores were higher for both agentic and affiliation motivational factors than for the communal motivational factor. Overall, Ombudsmen were least motivated by motivations characterized as agentic or self-oriented. Volunteers with lower importance ratings for agentic motivations had moderately higher reporting rates than did participants attributing less importance to self-oriented motivations.

Volunteers expressed high levels of organizational commitment and overall satisfaction in the role. The more committed these participants were to the organization, the more likely they were to experience satisfaction in their roles, and the more likely they were to express high levels of importance for all factors of motivation in this model. A significant effect was found for the influence of organizational commitment on time commitment, case reporting, and the frequency of visits. Motivational Systems Theory was found to be a useful framework for analyzing the effects of personal characteristics and psychological aspects of the volunteer experience on success and satisfaction in the Ombudsman role.

The Volunteer Experience:  
Predictors of Success in the Long Term Care Ombudsman Role

by

Kimberly N. DeHart

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Dean of Graduate School

I understand that my thesis will become part of the permanent collection of Oregon State University libraries. My signature below authorized release of my thesis to any reader upon request.

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Kimberly N. DeHart, Author

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The Volunteer Experience:  
Predictors of Success in the Long Term Care Ombudsman Role

INTRODUCTION

In 1986, the Institute on Medicine called for increased community presence to monitor long term care facilities due to a need for improvement in the quality of care provided. The community was also demanding government intervention and regulation of these facilities based on public outcry over intolerable conditions. People were concerned that their loved ones were not being cared for properly and allegations of abuse, neglect, and mistreatment were rising. In 1987, amendments were made to the Older American's Act mandating the establishment of an Ombudsman<sub>a</sub> program within every state. This program was developed to reestablish community presence in the long term care system as a method of monitoring quality of care. Each state has developed a slightly different program but the focus is uniformly on advocacy for the rights of residents (Cherry, 1993; Nelson, 1995). According to federal regulations, the primary objective of the Ombudsmen program is to investigate and resolve complaints made by or on behalf of residents (Cherry, 1991). The stated mission of the Oregon Office of the Long Term Care Ombudsman also addresses intent to enhance the quality of life, improve the level of care, protect the rights of the individual, and promote the dignity of each Oregon citizen housed in a nursing home, residential care facility, assisted living facility, or adult foster care home (Nelson, Huber, & Walter, 1995).

In order to monitor the long term care system more effectively, the Oregon Office of the Long Term Care Ombudsman has established an extensive volunteer system in which Ombudsman Investigators respond to the complaints within a territory of facilities, monitor the conditions within long term care facilities and foster homes, and serve as advocates for the residents of these facilities. The volunteers in the role of Ombudsman Investigator receive advanced training to educate them on the rights of residents and standards of care expected of long term care facilities within Oregon. Continuing education is expected several times a year. Requirements for volunteer ombudsmen include a minimum of 16 hours a month to be spent fulfilling Ombudsman responsibilities. See Appendix A for the Ombudsman job description.

The responsibilities of the volunteer Ombudsman include visiting with residents; investigating complaints brought forth by family members, residents, or other interested parties as well as complaints filed by the Ombudsman on the residents' behalf; working with facility staff to correct problems or violations; reporting all apparent cases of abuse (required by law); submitting monthly reports to the administrative office; informing residents, families, and staff about resident rights; promoting respect and rapport between the facilities and the Ombudsman program; and maintaining confidentiality (required by law). This position is one that requires much of the persons who choose to take on the responsibilities.

Volunteer Ombudsmen often experience adverse conditions within the facilities they represent. For example, in my own personal experience working in administration for a residential care facility I discovered that the Administrator had

directed the staff not to talk with the Ombudsman or to provide him or her with information concerning investigations. This was done so that the Ombudsman would not receive support for allegations against the facility from staff. Administration and staff within long term care facilities are likely to be threatened by the presence of an individual sent to monitor their facility, and as with this example, may not be receptive to the concerns or suggested improvements offered by the Ombudsman Investigator.

The importance of this role requires a commitment to the recruitment of quality volunteers for this position (Cherry, 1993). This is particularly crucial given that one volunteer may be responsible for several long term care facilities. If the individual assigned to a facility neglects their responsibilities, then the purpose of the Ombudsman program is not served for the residents in those facilities. Even a few individuals who do not follow through with the obligations of the position can be a detriment to the organization.

The use of volunteers within Ombudsman programs has been found to be beneficial to improving the quality of care in nursing homes (Cherry, 1991; Glass, 1988; Monk, Kaye, & Litwin, 1984). Monk, Kaye, and Litwin (1984) found that even routine activities of resident lives were enhanced by the presence of volunteer Ombudsmen. Nelson, Huber, and Walter (1995) linked Ombudsmen to increased regulatory investigations, higher complaint verification rates, and increased regulatory sanctions for long term care facilities. These studies support the expansion of volunteer participation among Ombudsman programs nationwide (Cherry, 1991; Glass, 1988) as a means to improving quality of care provided by long term care

facilities. Oregon's Long Term Care Ombudsman program has been selected as one of 12 model programs for the nation. A key factor in the success of this program has been its reliance on volunteers to support advocacy goals (Nelson, 1995).

Despite its many successes, an area targeted for improvement is volunteer training and retention. Currently, a substantial portion of the volunteers who complete the training drop-out of the program within a few months, do not put the needed time into their obligations, or fail to carry out their duties adequately. Despite extensive and expensive training efforts, some of the volunteers may find their expectations of the role differ from their actual obligations. Given the vital role of volunteers in the Ombudsman model, successful recruitment and training of volunteers is essential. In order to improve tenure in this role, increase the number of substantiated complaints filed and resolved, and increase satisfaction among ombudsmen, we might determine which characteristics are associated with success in the Ombudsman role.

Certain requirements of the ombudsman role (e.g. the ability to mediate conflicts) may be better met by people with certain attitudes and values. If those characteristics can be identified, then people with a different set of attitudes and values may be counseled into an alternative, and equally valuable, friendly visitor program. For example, individuals who are not comfortable filing and responding to complaints may find that spending time talking with residents and advocating for special needs is more suited to their personal goals. If research can provide information as to which characteristics are associated with better outcomes, then individuals with these

characteristics can be actively recruited and the Ombudsman program may thereby be strengthened.

### Statement of the Problem

The purpose of this study was to explore the influence of the motivations expressed by volunteer Ombudsmen on the volunteer experience. Specifically, the relationship among motivations, volunteer satisfaction, acceptance and support of the organization's goals, and outcomes of success in the volunteer role (pattern of participation and ombudsman effectiveness) were examined. The theoretical model applied to the relationships among these variables is based on Motivational Systems Theory (Ford, 1992). It was proposed that alignment between the individual volunteer's motivations and the organization's goals should predict higher levels of satisfaction, organizational commitment, and success. An objective of this study was to determine which motivations expressed by individuals as important to their volunteer experience were related not only to satisfaction in their role but also positively related to commitment to the organization's purpose, strong patterns of participation, and effectiveness in their role. Knowledge of ombudsman motivations and characteristics may serve to improve program recruitment and the retention of volunteers. Analysis of which motivations are negatively associated with the volunteer experience may assist program administration in directing individuals to alternative opportunities in order to best utilize the efforts of these individuals and strengthen the Ombudsman program.

### Research Questions

In order to explore the relationship among motivations, indicators of a volunteer's experience, and success in the Ombudsman role the following questions were investigated:

1. To what extent do motivation, organizational commitment, and satisfaction influence the pattern of participation exhibited by a volunteer Ombudsman?
2. To what extent do motivation, organizational commitment, and satisfaction influence Ombudsman effectiveness?

### Operational Definitions

- Motivation was defined as a psychological (future-oriented anticipatory) and evaluative phenomenon; the organizing patterning of three psychological functions that serve to direct, energize, and regulate goal-directed activity: personal goals, emotional arousal processes, and personal agency beliefs (Ford, 1992, p. 3).

The division of motivations into self and communal orientations allows for a more thorough exploration of the factors influencing participation in a volunteer organization. The terms agentic, communal (other-oriented), and communal (hedonistic) were first developed by McAdams et al. (1992). Due to the negative connotation of the term hedonistic, this term has been replaced with affiliation.

Agentic motivations – Self-oriented; personal development; focused on the achievement of a personal objective

Communal motivations – other-oriented; based on helping others or involvement with others



Affiliation: motivations focused on sociability and affiliation

Offering: motivations focused on a desire to help others or benefit the community

- Organizational commitment reflected the degree of one's acceptance and support of organizational goals and values (Mowday, Steer, & Porter, 1979; Newton, 1995).
- Satisfaction was measured as the degree to which motivations of importance to individual volunteers have been fulfilled by their volunteer experience (Bonjean et al., 1994).
- Pattern of participation was determined by calculating (a) the frequency of visits to assigned facilities and (b) time devoted to role for each volunteer.
- Ombudsman effectiveness was a construct of success in the Ombudsman role based on the number of complaints filed by the volunteer, the resolution rate for these complaints, and the number of complaints filed against each ombudsman.
- Success in the role of volunteer Ombudsman was measured as the strength of one's pattern of participation and effectiveness in the ombudsman role.

### Assumptions

In this study, participants were expected to answer all questions honestly such that the instruments reflected each variable to its true extent. Furthermore, we expected that the data compiled from the Oregon Office of the Long Term Care

Ombudsman's databases accurately reflected the outcomes of success for each volunteer.

### Limitations

Given that the questionnaires were administered with the assistance of the Long Term Care Ombudsman Office, it is possible that the answers were influenced by this context. For example, participants may have been more likely to report commitment to the organization on the Organizational Commitment Questionnaire. Given that this contextual bias would be expected to influence the entire sample, significant differences should remain present across individuals. Also, the confidentiality of subject responses was expected to keep social desirability to a minimum.

## REVIEW OF LITERATURE

In 1978, Congress mandated through the Older American's Act the development of a state office of the long term care Ombudsman in an attempt to ameliorate the quality of care provided in long term care facilities (Nelson, 1995). As these programs developed most of them have come to rely heavily on the utilization of volunteers. Volunteers comprise 88% of the human resources for the Oregon Office of the Long Term Care Ombudsman. Thus, the role of volunteer ombudsman requires many responsibilities.

In 1991, Cherry explored the effectiveness of volunteers as a resource for raising the standards among long term care facilities. Based on his review of Missouri's state agency, he reported that the presence of an ombudsman within a facility was significantly related to the quality of care provided. Complaint reporting increased and more issues of concern were being resolved within the facilities (Cherry, 1991).

The Office of the Inspector General (OIG) selected the Oregon program as one of 12 model programs (OIG, 1991 cited in Nelson, 1995). The programs that were most highly favored were those with strong integration and utilization of volunteers. These reports acknowledge the links between volunteer involvement and the success of state programs aimed at increasing the quality of care provided to residents of long term care facilities.

The role of the volunteer Ombudsman thus becomes one of great importance. Determinants of the factors that influence the volunteer experience have received little research attention (Monk & Kaye, 1982; Nelson, 1995; Nelson, Huber & Walter, 1995). The present study used Motivational Systems Theory (MST) to explore the influence of the personal motivations of volunteers on the volunteer experience. Variables addressing the volunteer experience were exploratory and extensive: satisfaction, organizational commitment, patterns of participation, and effectiveness in the ombudsman role. This review of the literature addresses the theory applied to exploration of these variables and research supporting the proposed relationships among constructs.

### The Ombudsman Program and Volunteer Role

Despite intense training prior to certification as an Ombudsman, many of these volunteers characterize their roles as primarily therapeutic to residents (Cherry, 1991). Although this is one aspect of the Ombudsman role, other responsibilities should receive equal investment. According to previous research conducted with Oregon volunteer Ombudsmen (Nelson et al., 1995; Nelson, Huber, & Walter, 1995), these individuals are expected to contribute efforts monitoring the long term health care system in three main areas: (a) Ombudsmen should be advocates for the rights of residents as they investigate and resolve complaints; (b) they are expected to foster positive lines of communication among residents, providers, regulators, and families; (c) and Ombudsmen are able to play an “informal therapeutic role” (p. 509) aimed at

providing social support to long term care residents (Nelson, Huber, & Walter, 1995). Many Ombudsmen may feel most capable of contributing to quality of care through therapeutic contact with residents, however, the Long Term Care Ombudsman Program administration emphasizes the importance of advocacy (Nelson et al., 1995).

An area of concern has developed as some volunteers may agree to the broad range of responsibilities but their primary personal motivations may be to offer a social connection to the residents. Although this is a valuable service, such individuals may be better suited for a friendly visitor program than for the Ombudsman role. These individuals may be satisfied with their volunteer experience, however they may not be contributing positively in all realms of the responsibility for this role. This latter issue leads to further concern that volunteers may remain in the Ombudsman role yet may not be successfully meeting the needs of the organization.

Training efforts have been focused on the investigation and resolution of resident complaints (Nelson et al., 1995). Information as to areas in which volunteer Ombudsmen experience difficulty and areas in which volunteer motivations are not being fulfilled may provide opportunities for administrative adjustment in training and support efforts.

For this organization to recruit individuals who are most likely to be satisfied with the volunteer experience, committed to the goals of the organization, and successful in the role of Ombudsman, information as to the characteristics and motivations of those who are presently satisfied, committed, and successful should be obtained. This study was conducted framed by the application of M. Ford's

Motivational Systems Theory (1992). This theory of motivational processes promotes the alignment of personal goals with the goals of the organization. If the motivations of the volunteers are aligned with the goals of the organization, the volunteers are more likely to be satisfied and committed to the organization and more likely to succeed in their role within the organization.

### Motivational Systems Theory

Motivational Systems Theory is anchored in Donald Ford's Living Systems Framework (Ford & Ford, 1987 cited in M. Ford, 1992), a comprehensive theory of human functioning and development. The Living Systems Framework, developed by Donald Ford in 1987, was designed to integrate scientific knowledge with practical application at a person-in-context level. It is an extensive framework representing all aspects of human systems (psychological processes, biological processes, social interaction, etc.). An objective in the development of this framework was the unification of theory through a common, consistent knowledge base from which component parts would be further developed. Motivational Systems Theory of motivational processes emerged from this conceptual framework.

Motivational Systems Theory (MST) presents motivation as central to the understanding of human behavior. Yet it is embedded in a larger framework allowing motivations to be organized as one of many factors applied to the understanding of human behavior. The relationships between overarching personal goals and

psychological processes are explored to develop a more complete understanding of the components involved in motivation.

In MST, motivation is defined as the organizing patterning of three psychological functions that serve to direct, energize, and regulate goal-directed activity: personal goals, emotional arousal processes, and personal agency beliefs (Ford, 1992, p. 3).

This theory is particularly well suited for this study given its emphasis on addressing real-world problems and the integration of a developmental orientation to the exploration of human motivation. Our research questions sought to gain understanding of the influence of motivations and satisfaction with the volunteer experience on outcome measures of success in the volunteer role. MST provides a framework that integrates each of the variables of interest (motivation, satisfaction, and success) thus allowing for applied research to the benefit of volunteers, the organization, and the advancement of knowledge in this field.

In the developmental orientation, motivation is regarded as a dynamic entity evolving as personal goals evolve and varying based on context. Historically, many theories in this area have discussed motivations as stable or uninfluenced by situation and experience (Ford, 1992). The developmental perspective recognizes stability yet allows for variation with situation. As Deci (1975) acknowledged, the motivations that initially lead individuals to volunteer may not be the same as the motivations that allow volunteers to continue in their role.

This study focuses on personal goals in addressing the motivations of volunteers. MST presents personal goals, emotional arousal processes, and personal agency beliefs as components of motivation with integrating patterns. Personal agency refers to the evaluation of one's desired outcomes and what they believe may be the rewards or consequences of action. This aspect was not explored in this study given that we were exploring the motivations of volunteers who had been with the program for various amounts of time. Attention to the desired outcomes and the expected rewards would be valuable to address with new volunteers to be followed up with a survey of the extent to which their expected rewards were obtained and their initial motivations fulfilled. Emotional arousal can strengthen the pursuit of personal goals and influence the evaluation of one's experience. Exploration of this component, while valuable and important to overall motivation, is more complex to study and would require more evasive and time-consuming methodology. Integration of these components should be explored in future projects once primary relationships have been determined between concepts influential to the volunteer experience.

#### Application of Motivational Systems Theory to Volunteer Satisfaction and Success

It is often assumed that individuals who are satisfied with their positions are also productive contributors to the efforts of their organization; however, research has revealed that this relationship is often weak (Ford, 1992). The application of MST to the relationship between motivations, satisfaction, and productivity offers an explanation for this seeming contradiction. This theory may also prove valuable for



the study of motivations toward volunteerism and the subsequent experience of volunteers. The comprehensive nature of this theory, the inclusion of many aspects of the volunteer experience for the individual, and the exploration of the effect of these factors on outcomes makes this theory most applicable to this study.

According to MST, the satisfaction an individual experiences as a result of involvement in a volunteer role reflects the successful attainment of the individual volunteer's goals. However, success in the volunteer role can be expected to reflect the volunteer's attainment of organizational goals. The extent to which the personal goals (or motivations) of individual volunteers are congruent with the goals or responsibilities of the organization may determine the productivity within that organization and the satisfaction of the volunteers involved. Ford (1992) referred to this concept as the principle of goal alignment.

Knowledge of the motivations experienced by current volunteers for the State Long Term Care Ombudsman program may offer opportunities for this organization to recruit other individuals with similar motivations for involvement. The motivational characteristics of currently successful and committed volunteers may provide recruitment direction in the selection of prospective Ombudsmen. Knowledge of the motivational characteristics of current Ombudsman that have not experienced success may allow program administration to direct prospective volunteers with similar characteristics into areas where their efforts may be more suitably utilized.

Feedback from volunteers on the extent to which the organization is fulfilling their personal goals may offer opportunities for the organization to strengthen support

to volunteers. Restructuring efforts in training and support from staff may be valuable in order to increase retention, encourage satisfaction within the volunteer role, and ultimately enhance the efficiency of the Ombudsman program.

Alignment of the personal goals of the volunteers with the organizational goals of the State Long Term Care Ombudsman program should allow for personal satisfaction and growth within this organization leading ultimately to increased realization of organizational goals. Investment in Goal Alignment through (a) effective communication between volunteers and administration, (b) clear presentation of the responsibilities of the position to volunteers, and (c) selection of prospective volunteers with motivational characteristics compatible with the goals of the organization represent the principle means through which achievement of volunteer satisfaction and organizational efficiency may be simultaneously attained (Ford, 1992). Assessment of motivations experienced by current ombudsmen and the extent to which these motivations have been satisfied may provide the groundwork upon which this particular organization can strengthen communication and assess further development of the proposed alignment.

It is expected that specific motivations for acceptance of the Ombudsman role may influence volunteers' experience as measured by satisfaction and outcome variables of success in the role. Motivations may also determine, in part, the extent to which individuals align themselves with the goals of the organization (organizational commitment) and perform well for the organization. Satisfaction may serve as a measure of the extent to which volunteers experience fulfillment of personal goals.

Organizational commitment may serve as a measure of the extent to which the personal goals of an individual are aligned with the goals and purposes of the organization.

### Demographics on Volunteerism

In recent years, the proportion of older adults active in volunteerism has been steadily increasing. Rates of participation increased from 11% of persons over 65 volunteering in 1965 to 41% in 1991 (Chambre, 1993). In response to longer lives and often a longer period of retirement, older adults are seeking other avenues of social involvement (Chambre, 1993; Fischer & Schaffer, 1993). The tendency to volunteer is still influenced by age and the indirect link to health, however this link is not as strong as it has been in the past. In her 1987 review of volunteerism among older adults, Chambre reported 1 in 3 persons 75 or older volunteering either with an organization or informally. Volunteerism among this age group was comparable to rates among teens and young adults in their 20's (Chambre, 1987).

Despite barriers to volunteerism in later life, rates of participation continue over the course of one's life (Chambre, 1987; Chambre, 1993; Fischer & Schaffer, 1993). However, the pattern of one's social activity may change with increasing age. Research does not suggest that levels of volunteerism tend to increase with age and retirement (Chambre, 1987), rather participation tends to remain relatively constant over time.

This program may attract older volunteers due to the nature of the issues at hand and the likelihood that older persons have had some previous experience with long term care. Although there are volunteers in this program ranging in age from the early 20's to their 80's, the majority of volunteers are expected to be middle aged through their 50's and 60's. Given the time commitment, most volunteers are likely of retirement age and/or employed on a part-time basis.

In reflecting on the increase in volunteerism among older adults that has developed in recent years, it is important to consider the elevation of education level and the social resources available for today's population of older adults. Warburton and her colleagues in Australia found that time and the availability of social and personal resources were among the most influential factors on a person's decision to volunteer (1998).

Literature on volunteer demographics suggests a positive and important relationship between higher education and volunteerism (Chambre, 1987; Chambre, 1993; Fischer & Schaffer, 1993). Persons with the resources to allow them to spend their time in leisure activities are more likely to volunteer and are more likely to have social ties that support volunteerism (Fischer & Schaffer, 1993). Socioeconomic status is an indicator of personal resources and is important in the consideration of volunteerism given that to volunteer is to provide a service without consideration for financial gain (Fischer & Schaffer, 1993; Warburton et al., 1998).

The education level of participants in this study was expected to be relatively high due to the challenging demands of this position. The time and travel requirements

of this position demand sufficient resources and lend themselves to individuals of higher socioeconomic status.

Organizations are realizing the advantages of utilizing older volunteers due to the experience these individuals offer (Warburton, Le Brocque, & Rosenman, 1998). Positions are now being created to maximize the contribution this resourceful and experienced group of individuals has to offer (Kouri, 1990). The Ombudsman program provides an ideal opportunity for older adults to continue to contribute to their fields.

Prior experience with the conditions of long term care through experiences with family, professional experience working with health care for older adults, long term care, or legal assistance for older adults was hypothesized to be a motivating factor for volunteerism with the Oregon Office of the Long Term Care Ombudsman. Specifically, it was proposed that persons who have a vested interest in improving conditions for residents of long term care are more likely to devote time and efforts to this program given the challenging nature of the position. Men are particularly more likely to volunteer if the activity is in their area of experience (Warburton, 1998). The high levels of education expected from this sample also suggest associations between this volunteer role and previous work experience. This role may be a continuation of a life long tendency toward volunteerism and a means to continue efforts in their field(s) of interest.

### Volunteer Motivations

Little research has been conducted addressing sustained, long term, nonobligatory helping behavior (Omoto & Snyder, 1991). That which exists is typically descriptive rather than predictive of success. Due to the increasing reliance on volunteers within government and community service agencies, the selection of volunteers with appropriate qualifications and motivations has become an area of increasing interest.

Volunteers often seek out opportunities for involvement and may make substantial commitments to the organizations that they serve (O'Reilly & Chatman, 1986). Knowledge of the motivations of persons who make a commitment to sustained volunteerism may assist in recruitment efforts and the placement of individuals in the most appropriate positions. The excitement surrounding the recent movements toward volunteerism has sparked little new research on the psychological aspects of the volunteer experience (Omoto & Snyder, 1991). This study will advance the knowledge base on volunteer motivation and apply motivational system theory to understanding the volunteer experience of individuals serving in the Ombudsman role.

Clary and Orenstein (1991) examined the influence of volunteers' motivation on the tenure and effectiveness of their service. They found that individuals who completed their term of service reported higher levels of altruistic motivation at the beginning of training than did those who terminated their period of service early. By evaluating the relationship between time committed to service and the altruistic motivations of volunteers it was concluded that motivations are an important factor in

helping behavior (Clary & Orenstein, 1991). The fact that volunteers began a term of service to an organization and then chose to terminate their service prematurely indicates that something more than a willingness to help is involved in sustained volunteerism.

In research concerning the volunteer experience, much focus has centered on duration of service (Omoto & Snyder, 1995). In this study we intended to explore the relationships among central constructs of importance to the volunteer experience, satisfaction and organizational commitment, and outcome variables that measure not only how long one sustains one's volunteer position but also how well one succeeds in the role.

The results of Clary and Orenstein's study (1991) support not only the relationship between motivation and duration of service but also the utilization of a two-component model of volunteer selection. When considering potential volunteers they asserted that organizations should determine not only whether the potential volunteer is willing to help or will attempt to help but also whether the individual is able to help. They discussed the value of utilizing this approach when considering volunteers for complex roles where "definite standards of effective and/or competent performance" are available (Clary & Orenstein, 1991, p. 62).

In the role of Ombudsman, a volunteer faces many challenges and controversial situations. Some volunteers may be motivated by a desire to serve a vulnerable population but find that they are not suited for the role of Ombudsman due to the strong advocacy role required. Monk, Kaye, and Litwin (1984; p. 165) discussed

the volunteer Ombudsman position as “one of the most difficult in the field of aging.” Volunteers must put their own conceptions of what is best for the residents to the side and advocate for the rights of the residents. This is often done in an adversarial manner not always appreciated by the facilities they serve. Given the complexity of this position, the need for volunteers who are capable of performing all aspects of the position is great.

A database gathered by the Oregon State Office of the Long Term Care Ombudsman provided information on the pattern of performance and effectiveness of performance in the Ombudsman role for each volunteer. These data provided the “standards of effective/competent performance” necessary to explore outcomes of importance for effectiveness in the ombudsman role. The present study explored influence of motivations and other factors of relevance to the volunteer experience on the stated standards of effective/competent performance for the Long Term Care Ombudsman program.

Information on characteristics such as motivation toward volunteerism and their relationship to the volunteer experience may help the Office of the Long Term Care Ombudsman best assess where a volunteer’s efforts may be most suitably utilized. An objective in this study was to assist the Ombudsman program administrators in determining which factors predict success. Potential volunteers interested in the social connection aspect of the volunteerism may be directed to other alternatives. Through friendly visitor volunteer options, volunteers are still able to



make a difference in the lives of older adults without the responsibilities and controversy that come with the Ombudsman role.

Omoto and Snyder (1995) extended the model of motivational influence on volunteer experience to explore the satisfaction of volunteers and the integration of organizational values. They sought to understand the factors that motivate an individual to commit to long term, sustained, nonobligatory volunteerism. These researchers developed a conceptual framework and applied this to research on the motivations of AIDS volunteers. Their model posited relationships among motivations, satisfaction, organizational integration, and duration of service with the organization. This framework was used to evaluate a field study of 116 AIDS volunteers.

Their findings indicated that to the extent that the volunteers were strongly motivated, they were more likely to serve the organization longer and to be more satisfied with their experience. Self-oriented motivations rather than an altruistic desire to help others were more likely to lead to sustained volunteerism. Thus, goals regarding personal development may be more positively related to the retention of volunteers than the perceived benefit to others. Similar results have been reported in previous research (Janoski & Wilson, 1995) on the decision to volunteer. This literature reveals that those individuals who were most likely to gain personal benefits from involvement in volunteer efforts were most likely to choose to volunteer. If this finding holds true for the Ombudsman program, administration may need to place more emphasis on the benefits to volunteers if sustained duration is a primary

organizational goal. However, these data need to be balanced against the exploration of the successful Ombudsman experience and commitment to the goals of the organization. As previously discussed, duration is one of several goals. Sustained duration is valuable only as long as the volunteer is performing successfully in the Ombudsman role. An objective of the present study is to determine which motivations promote not only satisfaction with the volunteer experience for the individual but also the effectiveness of the volunteer in the role.

### The Relationship Between Motivations and Satisfaction

The perception of one's work and the experience one has in the role determines in part a volunteer's satisfaction in the role (Pool, 1997). It is intuitive to think that individuals who are satisfied with their experience and positively perceive the goals of the organization with which they are associated would achieve higher levels of performance in their role. Knowledge of means by which to increase job satisfaction has been widely researched for paid labor (Brooke, Russell, & Price, 1988; Lawler & Hall, 1970; Morrow, 1983) in an attempt to increase production. Knowledge of factors that may increase satisfaction within volunteer roles may increase duration of volunteerism and is thus a goal of many organizations striving to maintain volunteer participation.

Pool (1997) discussed motivation as a predictor of satisfaction within the paid employment context. Based on expectancy theory (Cammann, Jenkins, & Lawler, 1975 cited in Pool, 1997) Pool described motivation as the expected attainment of

rewards based on successful job performance. This theory thus predicts a positive relationship between satisfaction and successful job performance (Pool, 1997).

Applied to volunteerism, individuals who expect to receive personal benefit or fulfillment of personal goals from successful performance are likely to be satisfied in their volunteer position. The extent to which volunteers perceive the likelihood of fulfillment of their personal goals may be embedded in the alignment of these personal goals with the perceived goals and values of the organization.

The level of satisfaction expressed by the volunteers, being a result of perceived likelihood of personal goal fulfillment, should then reflect the degree to which the individual's motivations align with those of the organization. The volunteers can be expected to perform successfully in the Ombudsman role to the extent that these goals are in alignment.

Through field studies on the functions of volunteerism (Clary et al., 1998), a study of the relationship between motivations and satisfaction was conducted. This was achieved by obtaining reports from volunteers on what they hoped to gain from involvement in the volunteer role (functional motivation) and later measuring the degree to which that motivation was fulfilled by their volunteer experience. The results suggested that satisfaction and duration might be predicted by the extent to which a volunteer's experience fulfills the motivations of that individual. Satisfaction with one's volunteer experience is a function of the match between the individual's motivations and the fulfillment of these motivations (Clary et al, 1998). The satisfaction experienced in a given role may also depend on perceptions of the

likelihood that their personal goals will be met by successful job performance (Nelson et al., 1995). Each of these constructs is found in the model for the present study.

According to Knoop (1994), job satisfaction is an attitude that refers to the extent to which individuals perceive what they value at work to be fulfilled. Knoop found that the importance and realization of work values explained 35% of overall job satisfaction and 63% of the participant's satisfaction with the work in and of itself (1994). Value judgement reflected the discrepancy between the areas of importance for the individual (similar to personal goals and motivations) and what they actually achieve (fulfillment of personal goals). They added an additional element into the configuration of how personal goals and values influence satisfaction, importance. The more important a personal goal or value is to an individual, the more influence the fulfillment of that goal will have on satisfaction (Knoop, 1994). For example, if volunteers feel that the opportunity to make social connections is very important to their experience as volunteers and their experience offers that opportunity, then volunteers are likely to be satisfied with their experience. If, however, volunteers feel that it is important to expand their leadership skills and the experience does not offer this opportunity, volunteers may be dissatisfied with the volunteer experience or at least with that aspect of it.

Bonjean, Markham, and Macken (1994) developed an instrument that measures an evaluation of motivations expressed by volunteers and the extent to which these motivations are satisfied through their volunteer role and affiliation with the volunteer organization. The Self-Expression measure (See Appendix B) is

specifically designed to measure the alignment between the personal goals/motivations of volunteers and the benefit a particular organization may offer. This instrument was adapted from a methodology developed to assess theoretical perspectives pertaining to work-related organizations. These authors investigated the capability of Argyris's theory of employee participation, satisfaction, and behavior to predict member attitudes and behaviors related to volunteer organizations (Bonjean et al., 1994).

#### Satisfaction's Relationship to Duration, Performance, and Organizational Commitment

Blau and Scott (cited in Bonjean et al., 1994) stated that organizations primarily utilizing volunteers are dependent upon the motivation and commitment of volunteers, they are supported by those with strong involvement and commitment, and drained by those whose commitment is marginal or weak. For an organization that relies primarily on the efforts of volunteers, the retention of volunteers is essential. The satisfaction literature suggests that, to the extent that volunteers are satisfied with their experience, they can be expected to continue involvement with the organization (Omoto & Snyder, 1995; Porter & Steers, 1973;). If satisfaction is indeed related to sustained volunteerism, then an organization should strive to meet the needs of its volunteers in an effort to retain a valuable resource.

#### Organizational Commitment

Acceptance and integration of the values and goals of the organization served is likely to be an important factor influencing an individual's volunteer experience.

The organizational commitment construct reflects the degree of one's acceptance and support of the organizational goals and values (Mowday, Steer, & Porter, 1979; Newton, 1995). We expected that motivations of volunteers would be a determinant in the degree to which the Ombudsmen reported organizational commitment and that these factors would contribute to the prediction of success in the Ombudsman role.

Monk and Kaye suggested that organizational commitment is especially important to volunteer ombudsman performance (1982). As previously discussed, there are many facets of the volunteer role and the organizational expectation is that volunteers will direct efforts toward each of the responsibilities they assume in their role. Research has found that individuals who are not committed to their roles or the organization they serve may be experiencing role incompatibility. Volunteers may be incompatible in that their personal motivations may support only partial acceptance of the responsibilities of their role. In this manner, the motivations of individuals influence the level of commitment to the organization or the integration of organizational goals and purposes. Alignment of an individual's goals with those of the organization is crucial for effective participation (Nelson et al., 1995). Therefore, it was expected that this construct would serve as a link between individual motivations and the desired outcomes.

Organizational commitment has also been linked to an individual's psychological identification with the role (Blau & Boal, 1987; Mathieu & Zajac, 1990). If volunteers experience a discrepancy between expectations and the actual responsibilities or experience of the position then they are less likely to be committed

to the organization's values (Mathieu & Zajac, 1990). Clear expression of the responsibilities associated with a position is essential to avoiding role confusion and frustration for volunteers with inappropriate expectations (Nelson et al., 1995). If the goals of the organization are clear to a potential volunteer, it would be assumed that the motivations of the individual should be in alignment. However, it seems that despite efforts to clarify the duties of this role, some volunteers are not as supportive of the organization's goals and values as might be desired. The organization's administration must then make efforts to recruit individuals with motivations that do tend to support the organizational values and goals (Nelson et al., 1995).

In a study of volunteers for the Oregon office of the Long Term Care Ombudsman (1995), Nelson and his colleagues proposed that higher levels of organizational commitment would be correlated with higher job involvement (participation), longer tenure, lower levels of role conflict and role ambiguity, and decreased signs of burnout. They found that Ombudsmen who reported higher levels of organizational commitment showed greater psychological identification with their jobs, felt more confident and effective in their role, and experienced less role conflict than did those who reported less integration of organizational values.

This study supports the idea that a given role's psychological benefits are important to motivating and sustaining effective volunteer performance. Specifically, volunteer organizational commitment strengthens as individuals become more identified with their work (higher job involvement), integrate dominant organizational values, and enjoy a greater sense of personal satisfaction (Nelson et al. 1995). The

findings of this research confirm the importance of organizational commitment on volunteer program effectiveness. They also support links between organizational commitment, volunteer motivation, and Ombudsman effectiveness.

Job Involvement and Organizational Commitment are closely related constructs. Nelson and his colleagues (1995) found a strong relationship between the two, “which predicted a full 25% of the variance in these factors (p. 224)” According to Blau and Boal’s (1987, p. 287) theory, these two constructs “function as interactive orientations.” The reciprocal nature of these variables might result from volunteer’s commitment to and internalization of the values and goals of the organization. One may accept and support the goals of an organization yet not internalize these goals as one’s own. The actions that may come from internalization of organizational values and goals may better reflect the construct of job involvement and may be most validly measured by performance. The degree to which a volunteer accepts and supports that goals of an organization may be measured as organizational commitment.

Organizational commitment has also been linked to job satisfaction, performance, and the amount of time committed to tasks (Newton, 1995, p. 2; Schaubroeck & Ganster, 1991). In the 1995 study of Oregon Ombudsmen, Nelson and his colleagues acknowledged the need for future research that explores the influence of organizational commitment on volunteer organization effectiveness. The researchers also suggested that job satisfaction be included in a more comprehensive model of the volunteer experience. In the present study, the influence of motivations on each of these factors important to the volunteer experience was be explored.



### Relationship of Organization Commitment to Duration, Satisfaction, and Success

To the degree that volunteers support the organizational climate and accept the goals and values of the organization volunteerism may be sustained (Blau & Boal, 1987). Blau and Boal (1997) found organizational involvement to be predictive of absenteeism. Miller, Powell, and Selzer (1990) reported that greater integration of organizational values and goals (organizational commitment) were predictive of sustained volunteerism. In an effort to best utilize the time of paid staff, long term commitment by volunteers and subsequent reductions in training efforts are important organizational goals (cited in Blau & Boal, 1997).

Many organizations invest a great deal of energy attempting to integrate the values and the goals of their organization into the performance of their volunteers. Omoto and Snyder (1995) found that such efforts may be unlikely to have significant influences on the duration of volunteerism. These results leave unclear the question of the influence of the integration of organizational values on duration of volunteerism.

Previous studies have linked organizational commitment to job satisfaction and volunteer "effort, performance and time worked." (Newton, 1995, p. 2; Schaubroeck & Ganster, 1991) Low reports of organizational commitment have been related to lower levels of satisfaction, intention to quit, and disengagement from one's role (Blau & Boal, 1987; Newton, 1995). Thus, we expected that organizational commitment would directly influence the volunteer experience through reported satisfaction (as measured by the fulfillment of motivations), and reflected in the outcome variables of success (Ombudsman effectiveness and the volunteer's pattern of participation).

The Organizational Commitment Questionnaire (See Appendix B) was comprised of 15 items that assess an individual's feelings regarding their organizational participation. The items address loyalty, willingness to work on the organization's behalf, alignment of values, intention to quit, and concern about organizational health (Mowday, Steers, & Porter, 1979). This is a clear, concise instrument for determining the extent to which a volunteer accepts and supports the values and goals of the Long Term Care Ombudsman program. Furthermore, it has been used in previous research conducted with the Oregon Ombudsman program and therefore its use may allow for comparison. For information regarding the psychometric properties of this measure please refer to Chapter 3 of this document.

### Outcomes of Success in the Volunteer Role

The literature offers few references of variables used to measure success in a volunteer role (Nelson, 1995). Duration of service is the most commonly studied desired outcome of volunteerism. The Ombudsman role is rather unique in that there are defined responsibilities that determine the quality of performance. Acceptance of an advocacy orientation has been used as a measure of volunteer effectiveness (Nelson, 1995; Nelson et al., 1995). This variable, however, is a continuum of where the volunteers prefer to focus their time rather than a measure of whether or not they are carrying out the responsibilities of their position.

Based on the expectations set for volunteer ombudsman variables were selected that seem to reflect adequate fulfillment of role responsibilities. Volunteers

are expected to submit monthly activity reports addressing the number of visits they have made to their assigned facilities and the amount of time they have committed to their role as Ombudsman within that month's time. Amount of time in the volunteer role includes continued education and training, time at sites visiting residents, time spent filing complaints, and addressing cases being processed toward resolution. The acceptance of the responsibility of filing these reports along with the frequency of visits and the amount of time committed to the Ombudsman role provide a measure of a volunteer's pattern of participation.

In order to contribute to the efforts of the Office of the Long Term Care Ombudsman, volunteers are expected to file reports regarding issues of concern for their assigned facilities and to resolve cases filed by residents, families, or other interested parties. The ability of volunteers to resolve such cases expressed success in their role of volunteer ombudsman. Thus the rate at which a volunteer is able to resolve complaints for his or her facility was used to measure volunteer effectiveness.

In the case that a facility is unsatisfied with a volunteer's conduct or approach to investigating a complaint, a facility may file a complaint against an ombudsman. Families or residents could also file complaints. Complaints filed against an ombudsman would represent an unsuccessful experience in the role and would thus be included as a measure of volunteer effectiveness.

The use of these variables within this model addressing the volunteer experience was exploratory. Program administration was consulted regarding which variables were thought to be most influential in the success of an ombudsman. Their

suggestions along with literature on the effectiveness of Ombudsman programs (Cherry, 1991; Nelson, 1995) guided the selection of these outcome variables.

## METHOD

This study was designed to explore the alignment of volunteer motivations and individual characteristics with the goals of the Oregon Office of the Long Term Care Ombudsman. In order to improve tenure in the Ombudsman role, increase the number of substantiated complaints filed and resolved, and increase satisfaction among volunteers, we sought to determine which characteristics were associated with success in the Ombudsman role.

### Description of Participants

An estimated 177 volunteers were involved in the Long Term Care Ombudsman program for the state of Oregon as of December 1996. Each of these individuals was contacted requesting their participation in this study. Ideally, all 177 of these Ombudsmen would have participated, however it was expected that approximately 100 - 125 (56% - 71%) would complete and return the instruments. This estimate was based on a high response rate among Oregon Ombudsman for prior research projects conducted within the organization (Nelson, 1995). This estimate was slightly lower than lower response rates were expected for a study conducted by a source outside of the organization.

Of the 177 questionnaires sent out to potential participants, 106 were returned completed or partially completed. Steps were taken during data collection to maximize returns including reminder postcards and phone calls. Through phone calls to individuals on the Ombudsman program roster, it was discovered that five individuals

had resigned their position, 11 individuals were on an extended leave of absence (determined inactive by program administration), the wrong phone number and possibly the wrong address was listed for at least two of the volunteers, and an additional seven potential participants were on a leave of absence for illness, illness of a family member, or vacation and were unable to complete the questionnaires.

For these 25 individuals, questionnaires were not expected to be returned. Of the remaining 46 nonrespondents, two current Ombudsman returned the questionnaires blank, seven stated over the phone that they would not be returning the questionnaires due to busy schedules or unwillingness to provide the requested data, and an additional 37 did not respond after receiving several requests for participation. Of the 152 active Ombudsmen with current information who received the questionnaires, 106 participated for a 70% response rate.

### Demographics

The demographics for this sample reflect trends in volunteerism. The participants were predominantly White, female, well educated, married, older adults many of whom had previous experience with the long term care system.

On the demographics questionnaire, there were a few instances in which participants selected more than one category for an item. For example, a volunteer may be both self-employed and working part-time. In this case, self-employment was coded as the more telling category. For the education variable, the highest level of education was coded when more than one category was selected.

### Gender

Of the 177 potential participants, 80 women and 26 men responded to the demographic questionnaire ( $\bar{m} = .75$ ,  $SD = .43$ ); 75% of participants were female. Sixty-nine percent of the population of volunteers was female based on the roster used for the mailing. Thus, this sample is acceptably reflective of the gender distribution among volunteers for the Oregon Office of the Long Term Care Ombudsman.

### Race/ethnicity

One individual in our sample reported Native American heritage; the other 104 participants who responded to the question regarding race/ethnicity were Caucasian. It is unfortunate to see this lack of diversity among volunteers, however low levels of diversity are found among Oregon Ombudsman volunteers and have been reported in the volunteerism literature (Chambre, 1984). In 1993, population estimates for Oregon reported 94% of the state's residents were White (CPRC, 1993). Representation by minorities was therefore not expected to be great for this sample.

Lower rates of volunteerism by ethnic minorities may be due to differences in socioeconomic status, particularly for this time consuming position. Racial differences have been reported as diminished for overall volunteer association membership when socioeconomic status was controlled (Chambre, 1984). Other studies reveal that minority may be as highly represented among volunteer organizations even more likely to be involved in volunteerism than whites. There is much diversity among minority groups and findings on racial and ethnic differences are inconclusive and

controversial (Fischer & Schaffer, 1993). For this organization, there may be lower representation by minority groups due to differential trends in nursing home placement. Many minority groups are less likely to place a family member in long term care; this may reduce the motivation for minority groups to volunteer for the Office of the Long Term Care Ombudsman.

### Age

The participants ranged from 23 years to 82 years of age ( $\bar{m} = 63.59$ ,  $SD = 11.94$ ). Sixty-seven years was the median age reported among volunteers. Approximately 80% of the participants were over the age of 55. Though the range is vast, the individuals at the highest and lowest points of this range do not appear to be extreme outliers. Only 3 of the 106 respondents did not report their age.

Despite barriers to volunteerism in later life, rates of participation continue over the course of one's life (Chambre, 1987, 1993; Fischer & Schaffer, 1993). However, the pattern of one's social activity may change with increasing age. Research does not suggest that levels of volunteerism tend to increase with age and retirement (Chambre, 1987).

### Socioeconomic Status

The education level of participants was relatively high; all respondents had completed high school or sought further education ( $m = 6.19$ ,  $SD = 1.36$ ). The mean reflects an average education level higher than the completion of some college or the attainment of an associate or technical degree. Based on this sample, 46.2% of the



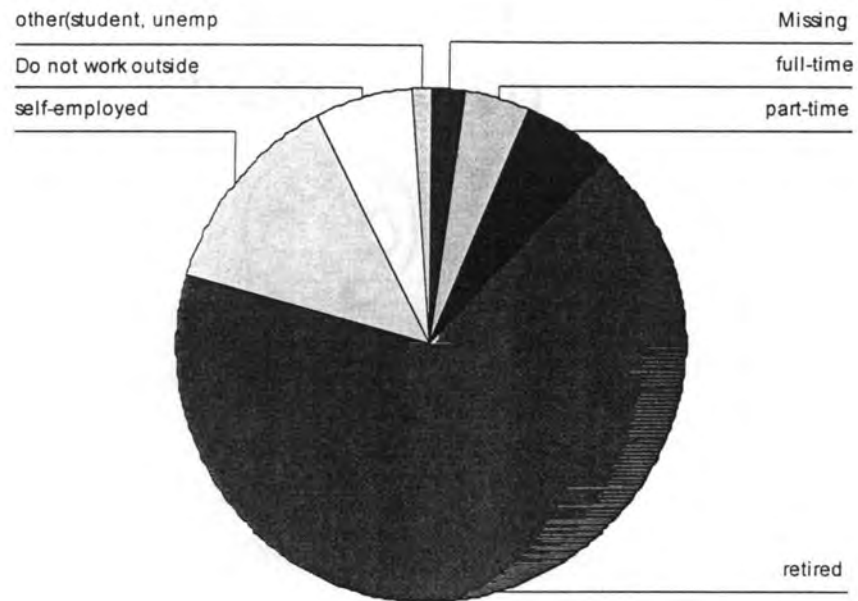
volunteers had graduated from college with an additional 22.6% completing or obtaining some level of graduate work. The body of literature on volunteer demographics suggests a positive relationship between higher education and volunteerism (Chambre, 1987; Fischer & Schaffer, 1993).

Given the time commitment required of Certified Ombudsmen, it is not surprising that the majority of volunteers were retired (64.2%). The mean for occupational status, as well as the median, supported a central tendency toward retirement. However, the analysis revealed that several participants were self-employed (12.3%) or working part-time (7.5%). As expected, few volunteers are employed full-time (5.7%). See Figure 1 for an illustration of the distribution of occupational status among volunteers.

#### Marital status

Again in accordance with volunteer literature, the majority of participants in this project were married (61.3%). In studies among the general population and among older adults, married persons have been found more likely to volunteer than nonmarried persons (Fischer & Schaffer, 1993). In this sample, few individuals were never-married (7.5%), however 11.3% were widowed and 18.9% were divorced. Some individuals mentioned in an open-ended question regarding motivation that widowhood and a desire to get involved in new things following this difficult time was a reason for seeking involvement in the Ombudsman program.

Figure 1. Pie chart reflecting the occupational status of Ombudsmen.



### Volunteer History

Trends in volunteerism show that adults who volunteer have often participated in such activities consistently during their lives (Chambre, 1987, 1993; Fischer & Schaffer, 1993). The majority of the participants in our study responded that they were somewhat or heavily involved in various volunteer efforts throughout their lives (63.2%). Few individuals reported having never been involved with volunteer projects in the past.

Many participants did not complete the question regarding volunteer history; thus the portion of missing values was high for this variable (22.6%). This question was on the backside of the questionnaire; it is thought that some respondents did not realize there were questions on the back. Of the 82 responses received for this variable, 67 (81.7%) reflected extensive involvement with volunteerism throughout the participant's lifetime.

### Experience with long term care as motivation toward volunteerism

Prior experience with the conditions of long term care through experiences with family was hypothesized to be a motivating factor for volunteerism with the Oregon Office of the Long Term Care Ombudsman. Using information provided in question 9 of the demographic questionnaire, a variable was created that reflected whether motivation to volunteer was related to personal experience with a family member in long term care. Another variable was created which denoted the presence or absence of (a) personal family experience with long term care as a direct

motivation, (b) professional experience as a direct motivation, or (c) prevention or amelioration of long term care for indirect benefit to family and loved ones. This latter variable reflected the presence or absence of experience with long term care as a motivation for involvement with the Ombudsman program. This variable may have provided a more complete understanding of the influence of experience with long term care than the “family” variable.

Sixteen percent of the participants reported concerns regarding the care that was provided to their own family members as a motivation for their participation with the Ombudsman program. This was the most commonly reported motivation toward volunteerism noted by these participants. An additional 6.6% mentioned personal experience with the long term care system as a motivation without a direct reference to experience with a family member. Three respondents (2.8%) mentioned a desire to improve the Long Term Care system as an indirect benefit to their family and loved ones or as a preventative effort to the advantage of their families. Many other motivations were reported that included professional interest, career development, a desire to stay busy, and a need to contribute to society.

As discussed, this question was on the backside of the demographic questionnaire and thus a large portion of the respondents did not answer it (22.6%). Given that the missing value percentage is the same as with the other question on the backside, the missing data should not be seen as a reflection of the question. Of the 82 participants who responded to this question, 39% mentioned family, personal, or

professional experience with the Long Term Care system as a motivation toward involvement with the Ombudsman volunteer program.

#### Length of time in the ombudsman role

The length of time a participant had been a volunteer for the Ombudsman program ranged from newly certified to 17 years. Two years was the median time reported by this sample of volunteers with a slightly higher mean of just over 3 years ( $\bar{m} = 3.27$ ,  $SD = 3.33$ ).

Tenure was correlated with the date of certification as recorded in the Office of the Long Term Care Ombudsman's datafiles. As expected these variables are highly correlated, though not identical ( $r = -.89$ ,  $p < .001$ ). Differences may be due to imprecise reporting by participants or a delay in certification after the training of a volunteer. In the latter explanation, a participant may report starting his or her volunteer position before the requirements for certification have been officially fulfilled. The date of certification offered by program files was used rather than the participant's estimate of tenure in determining the months of active status for each participant. Certification dates as recorded in program files reveal a range from newly certified to 15 years ( $\bar{m} = 3$ ,  $\bar{mdn} = 1.83$ ).

A significant correlation was found between the age of participants and the length of time in the Ombudsman role ( $r = .37$ ,  $p < .001$ ). The length of time an individual has been with the organization seemed to increase with age. Given that over 80% of the volunteers were over the age of 55, this correlation could be interpreted as a reflection of the association between retirement and engaging in this volunteer role.

Individuals may begin participation with this organization only after retirement and thus we see older volunteers who have been in the role longer than younger volunteers because the younger volunteers have likely only recently assumed the position with their recent retirement status.

### Instrumentation

#### Demographic Questionnaire

Demographic information was collected from all participants including age, gender, race/ethnicity, marital status, education level and occupational status to form an index of SES, previous volunteer experience, and length of time in the Ombudsman role. An open-ended question regarding motivations to become involved as an Ombudsman was included as well. This instrument is provided in Appendix B.

Age, gender, and the open-ended question, “What led you to volunteer?,” were included in the regression models of analyses of these data. Response rates were not expected to be as high for the open-ended question. However, notwithstanding problems with missing data, this question was to be included in our analyses. This variable was analyzed for the direct mention of family as a motivation toward involvement with this organization, professional experience with long term care, indirect mention of family as motivation, and the absence of experience with long term care mentioned as a motivation for volunteerism with this organization. This variable was used to explore (a) the effect of a family connection to interest in improving the quality of care provided in long term care facilities, and (b) the

influence of personal or professional experience on motivations toward volunteerism. Individuals who had a member of their family living in a long term care facility were expected to have strong communal motivations toward ameliorating quality of care. Similarly, those who had personal or professional experience with the long term care system may have been motivated to help improve the system due to their experiences. Exploration of the influence of personal and professional experience with long term care was an extension of interest in exploring the influence of having had a family member in long term care.

### Self-Expression Instrument

Bonjean, Markham, and Macken (1994) developed an instrument that measures an evaluation of motivations expressed by volunteers and the extent to which these motivations are satisfied through the volunteer role and affiliation with the volunteer organization. The Self-Expression Instrument (See Appendix B) was specifically designed to measure the alignment between the personal goals/motivations of volunteers and the benefit a particular organization may offer. This instrument was adapted from a methodology developed to assess theoretical perspectives pertaining to work related organizations. These authors investigated the competence of Argyris's theory of employee participation, satisfaction, and behavior to predict member attitudes and behaviors related to volunteer organizations (Bonjean et al., 1994).

Blau and Scott (1962) stated that organizations primarily utilizing volunteers are dependent upon the motivation and commitment of volunteers, they are supported

by those with strong involvement and commitment, and drained by those whose commitment is marginal or weak (cited in Bonjean et al., 1994).

This instrument allows for a variety of motivations toward volunteerism, realizing that “a great deal more than altruism is involved.” Given that our model required the separation of motivations from the individual’s satisfaction with the volunteer experience, the two sections of the measure were analyzed separately rather than combined to obtain a “self-expression” score. Twenty-one aspects of volunteerism considered to be possible motivations and positive outcomes of volunteerism were listed. Individual motivations were measured in Part A. Participants indicated one of four responses for each aspect of volunteerism. Possible responses included: (1) Extremely Important, (2) Important, (3) Makes some difference, and (4) Makes no difference. The means were taken to account for a differential number of items used to calculate each factor extracted from the motivation scale. This was achieved by dividing the sum of the scores used to compose each factor by the number of items included in the compilation of that factor.

In Part B, participants were asked to indicate the response that best describes their experience. This measure was utilized to determine the extent to which these motivations had been fulfilled in their role as a Long Term Care Ombudsman. Responses range from: (1) Completely Satisfactory, (2) Satisfactory but could be better, (3) Barely Satisfactory, (4) Completely Unsatisfactory. The option of indicating Not Applicable (NA) was available for those items marked as “Makes no difference” in Part A.



The composition of total scores for satisfaction required taking the means of item totals due to a variable n among items. N/A was a response option for volunteers. Volunteers selectively chose which motivations were relevant to their own experience. Thus, the number of respondents per item was variable. The sum for each item was divided by the number of participants responding to that item.

Psychometric Properties. Bonjean and colleagues measured the reliability of the Self-Expression instrument, using data from 46 participants, through a limited application of test-retest reliability measurement (1994). For Part A, Motivations, all correlations between motivations and motivations 3 years later were positive and ranged from  $r = .18$  to  $r = .58$  with 13 correlations exceeding .30. For Part B, Satisfaction, correlations ranged from  $r = -.12$  to  $r = .63$ . Fifteen of 18 were found to be positive and 9 exceeded .30. Given the extent to which motivations and subsequent fulfillment of these aspects of volunteerism may change over three years, these correlations provide good support for the reliability of these measures.

Bonjean and his colleagues explored construct validity for this measure by evaluating previous applications of the Self-Expression Instrument and the correlation found with job satisfaction measures (1994). When applied to a federal agency, and compared to a general satisfaction item, a correlation of .67 was found (Markham, Bonjean, & Corder-Bolz, 1980 cited in Bonjean et al; 1994). Thus, moderate to high correlations were expected for this measure as designed for volunteer motivation and satisfaction. An alpha value was not reported for this section of the measure alone as it

was combined with Part B, Satisfaction, for a scale of Self-Expression in the referenced study.

Given that each part of this measure was found to have good reliability through past applications and that construct validity has been documented, the separation of these two parts was expected to show acceptable psychometric properties.

Reliability analysis. For the motivational portion of the Self-Expression Instrument, in the present study, reliability analysis revealed an overall alpha of .86. Standardized item alpha = .85 ( $N = 102$ ,  $N$  of items = 21). Each of the factors extracted from this scale supported a reasonably high alpha given the low number of items utilized in the composition of these scales. The Agentic motivational factor included nine items,  $\alpha = .76$ . The Communal (offering) factor included 6 items,  $\alpha = .66$ . The Communal (affiliation) factor included only 3 items,  $\alpha = .69$ . The strength of the scale was supported as well as the reliability of the extracted factors.

Reliability Analysis for Part B of the Self-Expression Instrument required adjustments due to differential reporting rates among items. In only two cases were all items complete such that no missing values were coded. To obtain a more accurate analysis of reliability for this scale, a revised reliability analysis was run based on 10 items which each had a high response rate with at least 90 respondents for each item (1, 2, 3, 11, 13, 16, 17, 18, 19, & 20). Alpha was found to be .89 in the revised analysis ( $N = 62$ ). This coefficient was still quite high given the number of items included. The strength of this scale was supported.

Motivational factors. Rather than rely on the factors established by Bonjean and his colleagues (1994) this study divided the items in the measure into motivational factors that are primarily agentic, communal, and affiliation (McAdams & de St. Aubin, 1992; McGregor & Little, 1998). The agency factor describes those motivations that are self-oriented: Desire to obtain training, pursuit of personal interests, and development of leadership skills are motivations primarily focused on fulfilling personal needs and characterize the agency factor. Items 4, 5, 6, 8, 9, 12, 14, 15, and 18 were used to compile a scale of agentic motivation for each participant. The communal motivations were subdivided into affiliation and offering factors. Items 2, 10, and 19, comprised the scale of affiliation motivation reflecting sociability and affiliation. The scale of offering type communal motivations included items 1, 3, 11, 13, 20, and 21. The offering motivational factor reflected motivations that are oriented toward helping others and making a contribution to society.

Factor analysis. Separation of the scale into three factors was supported based on factor analyses. The three proposed factors for the motivation scale (Self-Expression Measure, Part A) included agentic, communal (offering), and communal (affiliation). Maximum Likelihood Extraction with Promax Rotation ( $K = 3$ ) was used for these analyses.

The third factor, with only three items, was not as strong as the first two factors but is justifiably included. The goodness of fit remained significant,  $\chi^2$  (150,  $N = 102$ ) = 193.49,  $p = .01$  with the extraction of three factors. There were six possible factors

with eigenvalues over 1.0; however, the third factor was the last to offer a significant increase for explained variance and was therefore the last factor extracted. The variance explained increased from 31.9% with two factors to a cumulative 37.6% with the extraction of three factors. Gorsuch (1983) stated that factor extraction should end when the next factor would contribute very little to the total variance explained. The third factor for this scale was the last to contribute more than 5% to the total variance explained. See Table 1 for factor analysis eigenvalues and total variance explained. Although the first two factors are the most prominent, inclusion of the third variable allowed for greater explanation of the variance between scores regarding motivation.

Some items load on more than one factor. This was to be expected given the nature of this measure. Some volunteers may express high levels of motivation on more than one scale. Correlations among factors range from  $r = .45$  between communal and affiliation to  $r = .58$  between agentic and affiliation. However, a significant difference was found between each of the motivational factors hypothesized in our study. A t-test was conducted to analyze the difference among factors as divided in the present study. The results show significant differences among these variables supporting the need to separate the scale into three factors (See Table 2). Factor Loadings are presented in Table 3.

Directional predictions. A positive relationship was expected between an offering type communal orientation and success in the volunteer role. Individuals with high levels of offering motivation may also have been more likely to internalize the

Table 1

Factor Analysis Eigenvalues for Three Motivational Factors, Self-Expression Instrument, Part A.

**Total Variance Explained**

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	6.076	28.933	28.933	4.637	22.082	22.082	4.211
2	2.273	10.822	39.755	2.229	10.613	32.695	3.763
3	1.629	7.758	47.513	1.467	6.987	39.682	3.422
4	1.289	6.138	53.651				
5	1.206	5.742	59.394				
6	1.002	4.772	64.166				
7	.853	4.060	68.226				
8	.814	3.874	72.100				
9	.812	3.869	75.969				
10	.670	3.192	79.161				
11	.653	3.112	82.272				
12	.565	2.691	84.963				
13	.525	2.502	87.465				
14	.498	2.373	89.838				
15	.410	1.952	91.790				
16	.398	1.896	93.686				
17	.323	1.537	95.223				
18	.303	1.442	96.665				
19	.272	1.293	97.958				
20	.227	1.081	99.039				
21	.202	.961	100.000				

Extraction Method: Maximum Likelihood.

- a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Table 2

Differences Among Values for Each Motivational Factor

## Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Standardized factor for motivation scale, agentic - standardized factor total for motivation scale, communal	-.7413	.5328	5.275E-02	-.8459	-.6366	-14.052	101	.000
Pair 2	standardized factor total for motivation scale, communal - standardized factor for motivation scale, hedonistic	.2337	.6601	6.536E-02	.1040	.3633	3.575	101	.001
Pair 3	Standardized factor for motivation scale, agentic - standardized factor for motivation scale, hedonistic	-.5076	.6016	5.957E-02	-.6258	-.3895	-8.522	101	.000

Table 3

Factor Matrix for Motivation with Loadings for Three Factor Extraction.

Factor Matrix <sup>a</sup>			
	Factor		
	1	2	3
Self-Expression Instrument: Part A, Question 1	135	200	477
Self-Expression Instrument: Part A, Question 2	563	156	269
Self-Expression Instrument: Part A, Question 3	144	-168	273
Self-Expression Instrument: Part A, Question 4	622	287	-8.36E-02
Self-Expression Instrument: Part A, Question 5	367	546	-399
Self-Expression Instrument: Part A, Question 6	334	219	-197
Self-Expression Instrument: Part A, Question 7	479	384	-306
Self-Expression Instrument: Part A, Question 8	425	621	-106
Self-Expression Instrument: Part A, Question 9	288	294	-2.00E-02
Self-Expression Instrument: Part A, Question 10	619	141	-2.76E-02
Self-Expression Instrument: Part A, Question 11	387	240	532
Self-Expression Instrument: Part A, Question 12	295	543	-293
Self-Expression Instrument: Part A, Question 13	325	290	248
Self-Expression Instrument: Part A, Question 14	349	301	297
Self-Expression Instrument: Part A, Question 15	650	297	124
Self-Expression Instrument: Part A, Question 16	516	8.746E-02	322
Self-Expression Instrument: Part A, Question 17	532	-2.16E-02	298
Self-Expression Instrument: Part A, Question 18	431	-103	1.100E-02
Self-Expression Instrument: Part A, Question 19	816	-472	-107
Self-Expression Instrument: Part A, Question 20	584	6.383E-02	187
Self-Expression Instrument: Part A, Question 21	383	456	9.599E-02

Extraction Method: Maximum Likelihood.

<sup>a</sup> 3 factors extracted 41 iterations required

goals of the Ombudsman program which reflect efforts to ameliorate the quality of care in long term care facilities. Individuals with high levels of affiliation motivation were predicted to be less successful in their role. These volunteers may have found that their personal motivations were not fulfilled through their role as volunteer Ombudsman therefore being likely to have lower levels of satisfaction and likely to experience role conflict. Individuals with high levels of agentic motivations may do well within the Ombudsman role if their motivations are fulfilled through their volunteer position. If their personal motivations are not fulfilled these individuals may be unsatisfied with their volunteer experience and less likely to be successful in their role.

#### Organizational Commitment Questionnaire

Organizational commitment reflects the volunteer's acceptance and supported of the organizational goals and values (Mowday, Steer, & Porter, 1979; Newton, 1995). Monk and Kaye suggest that organizational commitment is especially important to volunteer ombudsman performance (1982). This construct has also been linked to job satisfaction, performance, and the amount of time committed to tasks (Newton, 1995; Schaubroeck & Ganster, 1991). Thus we expected that organizational commitment would directly influence both Ombudsman Effectiveness and the volunteer's pattern of participation.

Research has also found that individuals who are not committed to their roles or the organization they serve may be experiencing role incompatibility. In this



manner, the motivations of individuals influence the level of commitment to the organization. Alignment of an individual's goals with those of the organization is crucial for effective participation. Therefore, it was expected that this measure would serve as a link between individual motivations and the desired outcomes.

The Organizational Commitment Questionnaire (See Appendix B) was comprised of 15 items that assessed individuals' feelings regarding their organizational participation. The items addressed loyalty, willingness to work on the organization's behalf, alignment of values, intention to quit, and concern about organizational health (Mowday, Steers, & Porter, 1979). Responses to each item were measured on a 7-point scale. Higher scores suggested stronger agreement. Items 3, 7, 9, 11, 12, and 15 were reverse-scored before the scale was summed.

Psychometric properties. Internal consistency has been shown through various techniques. Mowday and colleagues (1980) found a coefficient alpha for organizational commitment ranging from .82 to .93, with a median of .90. Factor analysis suggested only one factor for these items supporting this scale as a measurement of a single underlying construct. Finally, item analysis was conducted for the positively scored items. A range of .36 to .72 was found with a median of .64. The results of this analysis suggested again that the items are homogeneous and reflect one underlying construct. These tests of reliability have found this to be a sound measure of the construct under observation. Test-retest reliability analyses proved favorable as well, ranging from  $r = .53$  to  $.72$ .

Convergent validity tests were explored using tests designed to analyze similar constructs. When correlated with the Organizational Commitment Questionnaire, a range of .63 to .74 was reported (Mowday et al., 1980). Predictive validity was studied as well with favorable results.

Reliability analysis. In the present study, full-scale analysis of reliability for this scale revealed an alpha of .85 ( $N = 100$ ,  $N$  of items = 15). With the exclusion of Question 3 from the scale, alpha increases to .86 ( $N = 106$ ,  $N$  of items = 14). A high alpha value was maintained with the omission of this item. The reliability of the revised scale is supported.

Scale Revisions. In reviewing the data, the clarity of question 3 became uncertain. It seems as though it may have been misread by many of the respondents. Its negative phrasing may have been misinterpreted by some volunteers. The question reads as follows: "I feel very little loyalty to this organization?" (Reverse coded). The responses to this question would lead one to believe that volunteers have little loyalty to the organization on the whole and one might expect low levels of organizational commitment (See Table 4). However, the overall level of organizational commitment reported by volunteers was relatively high. Thus, in order to protect the psychometric properties of the measure and the construct's relationship to outcome variables, question 3 was removed from the scale. After the removal of this item, the scale then was composed of 14 items, each with a possible value of 7 for a high score of 98 rather than 105. The range was then 24 to 97 ( $\underline{m} = 79.07$ ,

Table 4

Frequency Distribution for Organizational Commitment Questionnaire, Question 3**Organizational Commitment Questionnaire, Question 3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	9	8.5	8.5	8.5
	moderately disagree	3	2.8	2.8	11.3
	slightly disagree	2	1.9	1.9	13.2
	neither disagree or agree	7	6.6	6.6	19.8
	moderately agree	14	13.2	13.2	33.0
	strongly agree	71	67.0	67.0	100.0
Total		106	100.0	100.0	

$SD = 12.94$ ). The descriptive statistics still reflect an overall high level of organizational commitment among volunteers for the Oregon Office of the Long Term Care Ombudsman. Alpha was lower with this item included, so the decision was made to delete this item from the scale.

Missing values analysis. In six cases, respondents failed to answer one item on the measure; either questions 7, 8, 10, or 11. Using SPSS's Missing Values Analysis (MVA), EM (Expectation–Maximization) estimation values were imputed for these variables. Expectation-Maximization calculates the most likely response for an item missing a value based on that participant's responses to other items on the scale and the responses of other participants to all items on the scale. This analysis offers a more precise estimation for a missing value than the imputation of an average. Prior to the imputation of EM values, total scores could not be calculated for these cases due to incomplete information. The descriptive statistics provided above reflect central tendencies after the inclusion of six additional cases with scores derived from MVA. Analyses were also run without the six cases and the results were almost identical.

### Outcome Variables

Several variables were used to measure the volunteers' success in the Ombudsman role. These include: (a) frequency of visits to assigned facilities, (b) time spent in Ombudsman role, (c) percent of cases reported by the Ombudsman left unresolved, and (d) number of complaints filed against the Ombudsman. The first two items represent a pattern of participation for the individual Ombudsman volunteer.

Data on these items were collected from Monthly Activity reports submitted by the volunteer Ombudsmen. The latter two variables represent the volunteers' effectiveness in their role as an Ombudsman. The outcome variables were compiled from existing databases developed by the Office of the Long Term Care Ombudsman.

Data limitations. Those participants who had not been with the organization for more than a month were dropped from the analysis. It is unlikely that success outcomes would prove significant for these individuals. Participants were excluded if their date of certification was after March 1998, the date data collection for outcomes ended. Data from the Ombudsman program were examined from October 1996 to March 1998. For participants certified during March 1998, exclusions were made unless reports had been filed for their month of activity. Typically, one month was subtracted for each individual trained during data collection to allow for a grace period in filing reports. The months an Ombudsman was on Leave of Absence (LOA) were also subtracted from the active months used to standardize outcomes. Based on these factors, those individuals with a total sum of active months equaling zero were also excluded. Thirteen respondents did not have valid outcome measures due to a late date of certification or a zero sum of months of activity during the data collection period, reducing the total number of cases in the study ( $N = 92$ ).

Variable substitution. In evaluating the outcome variables it was determined that a variable “% of cases resolved” may not be as valuable a measure of success in

the Ombudsman role as number of cases resolved. For the following reasons, “# of cases” was used in place of the original indicator.

The variable was computed as “# of cases unresolved / # of cases filed” to determine the percent of cases unresolved for each participant. Those individuals who did not submit case reports received a zero. For 36 participants, the number of cases reported was zero. For these participants the missing value code was recoded as zero to show 0 cases filed and 0 cases unresolved. However, this was not a good solution given that the value appears to reflect 0% unresolved cases for those who did not turn in reports. Individuals who should receive the more negative value were in fact rewarded by this computation.

Furthermore, 77 of the 106 (73%) participants had 0% unresolved cases. Of those, 36 had submitted 0 case reports to the Ombudsman program; the other 41 had no cases classified as unresolved. Less than 5% of participants had unresolved cases that reached above .5%. The lack of variance for this variable suggested that it was not a useful indicator of success.

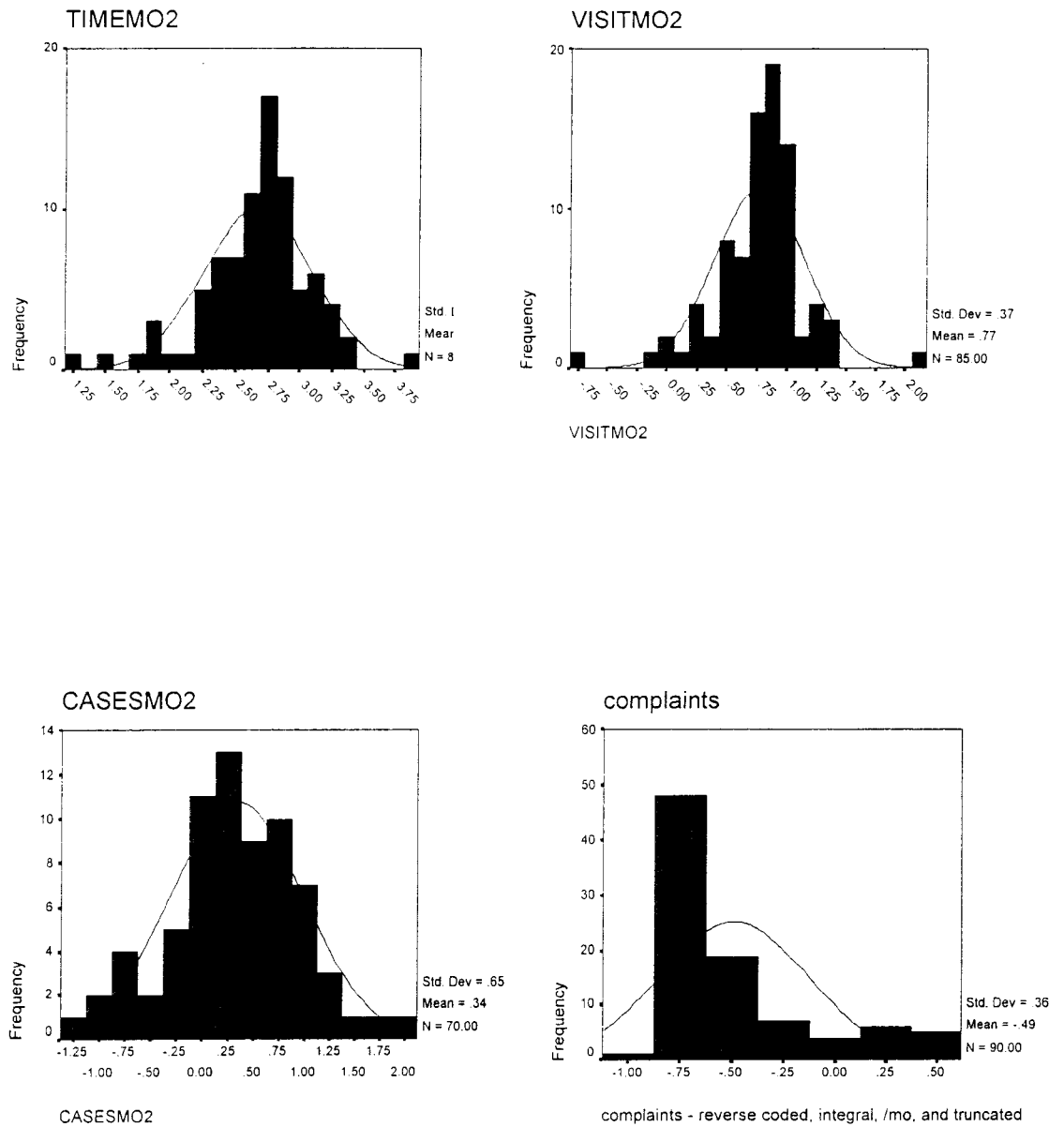
Therefore, number of cases reported by volunteers during their active period was utilized in place of percent of cases unresolved. There were still 36 participants who submitted 0 case reports, however this variable provided a more accurate reflection of the volunteer’s success by attributing the lowest score for this variable (zero) for those who do not fulfill this obligation. The range of values is larger, which may allow for a more accurate reflection of success.

Variable construction. The variable for time was compiled from the Monthly Activity sheets submitted by Ombudsmen. The total minutes spent in activities for the volunteer role was divided by the number of active months the Ombudsman had been in the role. This created a variable reflecting the time devoted to the role standardized for differential lengths of tenure and accounting for official leave of absence periods and a grace period for new volunteers. Similar steps were taken to construct the frequency of visits variable.

The number of cases reported by Ombudsmen was compiled from the Case Report sheets filed by Ombudsmen. This variable was also standardized by dividing the total number of cases reported by an Ombudsman by the number of months the volunteer had been active in the role. The number of complaints filed against the Ombudsman was reverse-coded so that higher levels of this variable reflected a positive outcome. In order to be able to reverse coding, this variable was transformed into an interval scale where 0 complaints was equal to 4, 1 complaint equaled 3, 2 equaled 1, and 3 or more complaints equaled a score of 0. This variable was then standardized by the division of the number of months the volunteer had been active.

Due to some extreme outliers and a relatively high rate of nonreporting for the Monthly Activity sheet and Case Reports, these variables were truncated to normalize the data. The number of complaints against Ombudsmen was also truncated due to the high rate of zero and limited variance. A log transformation, base 10, was used to recompute each of these outcome variables. See Figure 2 for histograms illustrating the normalization of these variables after transformation.

Figure 2. Histogram with normal curve for transformed outcome variables.





### Procedure

Data were collected via mail-back questionnaires and by utilizing information from existing databases at the Oregon Office of the Long Term Care Ombudsman. The measures were sent to all volunteers for this program based on the current volunteer roster. Included with the measures was a cover letter requesting participation and explaining the study, a support letter from the Oregon State Ombudsman Office, an informed consent form (in duplicate – participants kept one copy for their files), instructions, and a postage paid return envelope. Participants were assured of the confidentiality of their responses. See Appendix C for the Informed Consent Form and Appendix D for a copy of the support letter from the Ombudsman Office. The questionnaires were coded with a sequential number originally assigned to the Ombudsman (so that a link could be made to earlier data).

The outcome variables were obtained from the state of Oregon's Office of the Long Term Care Ombudsman databases. The staff from the Office of the Long Term Care Ombudsman assisted in the compilation of a database with relevant outcome information linked only by subject ID number. This was done only for the subset of participants who participated in our specific research project. Names were not entered in the data file. Thus no names or other identifying information were on the questionnaires or files.

After two weeks a reminder postcard was sent to those who had not yet returned their packets. Four weeks past the distribution date, phone calls were made to those Ombudsmen who had not responded to expedite returns and further encourage

participation. It was estimated that 100 - 125 volunteer Ombudsmen within the state of Oregon would choose to participate.

### Analyses

The open-ended question regarding motivations for involvement as a volunteer Ombudsman (Demographics Questionnaire, see Appendix B) was examined along with the motivations portion of the Self-Expression Instrument. Agreement between this response and the items listed as “extremely important” or “important” would suggest the validity of this measure as a reflection of one’s motivations toward participation.

All analyses were conducted through the use of SPSS (Statistical Package for the Social Sciences), Version 9.0 (1998). Correlations among variables were considered moderately significant at the  $p < .10$  level given the exploratory nature of this study and the need to determine which variables should be explored in further studies. A distinction was made between associations at this level and those associations significant at  $p < .05$ .

Descriptive statistics were reported for demographic variables of interest. Age, gender, occupational status, and education levels have been noted as influential in the literature on patterns of participation among volunteers (Nelson et al., 1995). These variables may also be determinants of how individuals experience involvement in the role of Ombudsman. Age and gender were included in the regression equations as

predictors of success. Other demographic variables were included as covariates in the first step of the regression equation when significantly correlated with outcomes.

Outcome variables created from the Long Term Care Ombudsman databases represented the goals of the organization and individual success for the volunteers in this model. The amount of time devoted to this role was measured by (a) frequency of visits per month to their assigned facilities as well as (b) the time reported in the role per month. These two outcomes provided information about the volunteers' pattern of participation. In addition to these variables we were interested in how effective the volunteer is in the role. This portion of a volunteer's success in the role of volunteer Ombudsman was measured by two variables: (a) the ratio of verified complaints reported/resolved (complaint resolution), and (b) the number of complaints against the ombudsman (complaints). These again were measured as continuous variables. Complaints was reverse-coded so that lower scores reflected a positive outcome. See Appendix E for the forms used to compile outcome data.

A correlation matrix was produced using SPSS, Version 9.0 (1998) to explore relationships among independent variables and dependent variables. Reliability analyses were completed for each of the scales: Self-Expression Instrument, Part A (Motivations); Self-Expression Instrument, Part B (Satisfaction); and the Organizational Commitment Questionnaire. A factor analysis was conducted for the Self-Expression Instrument, Part A to confirm the division of this 21-item scale into 3 factors.

Four regression equations were run using Linear Multiple Regression Analysis to explore the relationship of motivations, satisfaction, and organizational commitment to success in the Ombudsman role. The effect of each variable was determined for the predictors of success in the ombudsman role (4 equations). The effect of the regression models, inclusive of all variables of interest to the volunteer experience, was found from an ANOVA analysis. See Appendix F for regression equations.

Each motivational factor (agentic, communal offering, and affiliation) was regressed along with the other constructs in the model in order to analyze the influence of varying motivations found to be important to the volunteers. The motivational factors were expected to effect differentially the outcome variables of success in the Ombudsman role. This was an exploratory study that attempted to discover the relationship of several variables to success as a volunteer Ombudsman, therefore other factors of importance to the volunteer experience also analyzed including the status of Certified Ombudsman Investigator (COI). This status is reserved for those volunteers that have been very active in the Ombudsman program with success measured in part by those variables studied in these regression analyses. Correlations were run for the outcome variables and COI status.

Satisfaction and organizational commitment were both expected to influence directly both aspects of the outcome variables for success in the Ombudsman role, patterns of participation, and efficiency in the Ombudsman role. The more satisfaction a volunteer reported with his or her experience, the more likely the individual was expected to have positive measures of success in the Ombudsman role. Similarly, the

higher one's Organizational Commitment, the more likely one was expected to have positive outcome measures of success in the Ombudsman role.

The overall significance of the regression models was obtained in addition to the unstandardized beta weights and the significance for each variable in relation to the outcome measures. Given the numerous constructs included in this model and the relatively small sample size, we were aware of the potential for Type I errors. However, this study was exploratory in nature and thus thorough analyses of all paths were conducted. Knowledge of the results may guide the development of future models regarding these constructs. With the inclusion of 7 variables in each model and a small sample size of 106, the ratio of variables to subjects is greater than 10:1.

## RESULTS

In order to explore the relationships among personal characteristics, motivation, satisfaction, organizational commitment, and success in the Ombudsman role this study employed descriptive statistics, correlations among these variables, and regressions for each of the success variables. The Statistical Package for Social Sciences (SPSS), Version 9.0 was used to run all analyses.

Communal (offering) motivations were rated among the most important for the majority of volunteers. However, satisfaction scores were higher for both agentic and affiliation motivational factors than for the communal motivational factor. Overall, Ombudsmen were least motivated by motivations characterized as agentic or self-oriented(See Table 5 for correlation table). Table 6 reveals the values for each item on the satisfaction and motivation scales. Rates of reporting were moderately higher for those with lower expression for agentic motivations.

Volunteers expressed high levels of organizational commitment and overall satisfaction in the role. Higher organizational commitment was associated with higher levels of satisfaction, increased time committed to the volunteer role, increased frequency of visits, and higher rates of case reporting. A significant effect was found for the influence of organizational commitment on each of these outcomes. The inclusion of this variable contributed to significant regression models explaining the variance in time devoted to the role and case reporting among volunteers.

Table 5

Correlations Among Variables for the Ombudsman Dataset

	Age	Gender	LTC Exp.	Vol. History	OC	Satisfaction	Agentic Motivation	Communal Motivation	Affiliation Motivation	Time	# of visits	# of cases	Complaints	COI
Age	1.00	.03	-.10	.13	.10	-.04	-.23*	-.02	.12	.19	.09	-.15	-.17	.04
Gender		1.00	.04	-.05	-.08	-.19+	-.11	.03	.02	-.08	-.15	-.14	.00	-.23*
LTCexp			1.00	.07	-.07	.06	.12	.20	-.02	-.20	-.20	-.13	-.03	.04
Vol. history				1.00	.07	.10	-.11	-.11	.31**	.33**	.28**	.24	.23	.10
OC <sub>c</sub>					1.00	.34**	.20+	.22*	.24*	.37**	.25*	.32**	.01	.23*
Satisfaction						1.00	.28**	.23*	.35**	.08	.19+	.04	.08	.11
Agentic Motivation							1.00	.52**	.58**	.07	.20+	-.07	-.05	.02
Communal Motivation								1.00	.45**	.16	.19+	.09	-.10	.19+
Affiliation Motivation									1.00	.17	.19+	-.07	-.06	-.02
Time										1.00	.86**	.66**	.08	.33**
# of visits											1.00	.58**	.05	.35**
# of cases												1.00	.12	.40**
Complaints													1.00	-.25*
COI														1.00

Note. <sub>a</sub> = factor derived from the Self-Expression Instrument, Part A; <sub>b</sub> = derived from the Self-Expression Instrument, Part B; <sub>c</sub> = construct measured by the Organizational Commitment Questionnaire.

\*  $p < .10$ , \*  $p \leq .05$ , \*\*  $p \leq .01$ ; all correlations are based on two-tailed analysis.

Table 6

Motivation and Satisfaction Item Statistics in Descending Order,  
Grand mean = (m = 2.56).

<u>Motivational Items</u>	<u>N</u>	<u>Mean</u>	<u>SD</u>	<u>Satisfaction Items</u>	<u>N</u>	<u>Mean</u>	<u>SD</u>
Part A, Question 3	103	3.61	.58	Part B, Question 18	91	3.44	.70
Part A, Question 17	103	3.22	.77	Part B, Question 19	98	3.40	.68
Part A, Question 11	103	3.21	.75	Part B, Question 2	98	3.29	.75
Part A, Question 1	103	3.18	.74	Part B, Question 16	97	3.25	.74
Part A, Question 19	103	3.18	.81	Part B, Question 10	76	3.22	.87
Part A, Question 18	103	3.14	.79	Part B, Question 13	98	3.17	.70
Part A, Question 16	103	3.10	.76	Part B, Question 4	86	3.14	.83
Part A, Question 13	102	2.98	.82	Part B, Question 3	102	3.14	.68
Part A, Question 20	102	2.94	.88	Part B, Question 9	62	3.13	1.00
Part A, Question 4	103	2.81	.93	Part B, Question 17	94	3.13	.75
Part A, Question 2	103	2.77	.83	Part B, Question 6	59	3.12	.83
Part A, Question 14	103	2.61	.91	Part B, Question 15	86	3.09	.75
Part A, Question 15	103	2.48	.94	Part B, Question 14	84	3.05	.74
Part A, Question 10	103	2.26	.93	Part B, Question 20	93	3.03	.85
Part A, Question 8	103	2.07	1.08	Part B, Question 1	102	3.03	.62
Part A, Question 6	103	1.96	1.00	Part B, Question 8	60	2.95	.85
Part A, Question 9	102	1.92	.93	Part B, Question 7	37	2.95	.97
Part A, Question 21	103	1.84	.93	Part B, Question 11	97	2.84	.77
Part A, Question 5	103	1.83	1.03	Part B, Question 5	44	2.80	.93
Part A, Question 7	103	1.57	.91	Part B, Question 21	24	2.71	.91



### Organizational Commitment Questionnaire

Overall, volunteers for the Oregon Office of the Long Term Care Ombudsman expressed high levels of organizational commitment. Total scores ranged from 31 to 104 out of a possible 105 points,  $\bar{m} = 85.02$ ,  $SD = 13.51$ . The median response was 87, meaning that volunteers tended to express moderate agreement with most items on the questionnaire.

### Self Expression Measure, Part A (Motivations)

#### Descriptive Statistics

The total score for the importance of these selected motivations on the volunteer experience of certified Ombudsmen was an average of 53.81 ( $SD = 9.21$ ) out of a possible score of 84 (range 34 to 84). Individual item means ranged from 1.27 (makes no difference) to 3.61 (important to extremely important). The grand mean for these items revealed that, on average these items were found to lie between makes at least some difference and important, ( $\bar{m} = 2.56$ ). Communal (offering) motivations were rated among the most important for the majority of volunteers. An analysis of which questions were found to be most important to volunteers revealed that affiliation motivation such as creating contacts for professional pursuits ( $\bar{m} = 1.27$ ) and fulfilling expectations of family and friends ( $\bar{m} = 1.57$ ) were of little importance to the majority of volunteers.

### Descriptive statistics for motivational factors

Communal (offering), factor 2, had the highest level of importance among the factors ( $\underline{m} = 2.96$ ,  $\underline{SD} = .48$ ). This suggests that volunteers were more likely to find communal motivations important than affiliation ( $\underline{m} = 2.73$ ,  $\underline{SD} = .68$ ) or agentic motivations ( $\underline{m} = 2.22$ ,  $\underline{SD} = .54$ ).

### Self Expression Instrument, Part B (Satisfaction)

Individual values for participant satisfaction ranged from 1.42 to 4.0 ( $\underline{m} = 3.13$ ,  $\underline{mdn} = 3.18$ ,  $\underline{SD} = .54$ ). These values express high levels of satisfaction among volunteers. Based on all measures of central tendency, the average response from participants was satisfactory but could be better.

### Correlations

All correlations were reported with two-tailed significance levels in order to observe all possible relationships among variables. A correlation table for all independent and dependent variables was reported in Table 5. Personal or professional experience with the long term care system and date of certification (a reflection of tenure) are presented here but are not included in the regression models. Correlations among variables were considered moderately significant at the  $p < .10$  level given the exploratory nature of this study and the need to determine which variables should be explored in further studies. A distinction will be made between associations at this level and those associations significant at  $p < .05$ . See Table 7 for means and standard deviation for these variables.

Table 7

Means and Standard Deviation Among Variables for the Ombudsman Dataset**Descriptive Statistics**

	Mean	Std. Deviation	N
age of participant	64.5112	11.6687	89
GENDER	.76	.43	92
personal experience with LTC	.73	1.08	70
volunteer history	1.87	.83	70
OCQ total minus Question 3 - revised scale	79.39	12.71	92
Standardized satisfaction scale	3.1185	.5388	90
Standardized factor for motivation scale, agentic	2.2335	.5459	89
standardized factor total for motivation scale, communal	2.9644	.4764	89
standardized factor for motivation scale, hedonistic	2.7852	.6765	90
TIMEMO2	2.6743	.4149	85
VISITMO2	.7748	.3733	85
CASESMO2	.3383	.6471	70
Certified Ombudsman Investigator Status	.27	.45	92
complaints - reverse coded, integral, /mo, and truncated	-.4901	.3551	90

### Relationships among independent variables

Age was significantly related to the importance of agentic motivations ( $r = -.23$ ,  $p = .03$ ). Participants were less likely to report high levels of importance on the agentic motivational scale with increasing age. Gender was not strongly correlated with satisfaction ( $r = -.192$ ,  $p < .10$ ); still, slightly higher levels of satisfaction were found among men.

Organizational commitment was significantly related to many other variables in these models. Increasing organizational commitment was associated with a volunteer's level of satisfaction ( $r = .34$ ,  $p \leq .001$ ), communal (offering) motivations ( $r = .23$ ,  $p < .05$ ), affiliation motivations ( $r = .24$ ,  $p < .05$ ), and correlated with agentic motivations at the  $p < .10$  level ( $r = .195$ ,  $p = .07$ ). The more committed participants were to the organization, the more likely they were to experience satisfaction in their roles, and the more likely they were to express high levels of importance for all factors of motivation in this model.

Each motivational factor was highly correlated with the others. The importance of communal motivations was significantly related to the importance of both agentic ( $r = .52$ ,  $p < .001$ ) and affiliation motivations ( $r = .45$ ,  $p < .001$ ). High expression of importance for agentic motivations was significantly correlated with communal ( $r = .52$ ,  $p < .001$ ) and affiliation motivations ( $r = .58$ ,  $p < .001$ ). Affiliation motivations were also significantly related to both agentic ( $r = .58$ ,  $p < .001$ ) and communal motivations ( $r = .45$ ,  $p < .001$ ). The correlations among these factors were very high as was expected given that they were derived from the same measure.

A significant relationship was also found between each of the motivational factors and the extent to which these motivations were fulfilled (satisfaction), Part B of the Self-Expression Instrument. Affiliation motivations were most strongly associated with the expression of satisfaction among volunteers ( $r = .35, p \leq .001$ ). Agentic ( $r = .28, p < .01$ ) and communal motivations ( $r = .23, p < .05$ ) were also found to have a significant relationship to satisfaction. Communal motivation was less correlated with satisfaction than the more self-oriented factors.

#### Relationships among dependent variables

The dependent variables (a) time devoted to the Ombudsman role and (b) frequency of visits made to assigned facilities served as indicators of a volunteer's pattern of participation. As expected, these variables were highly correlated,  $r = .90, p < .001$ .

A strong relationship was also present between time devoted to the role and the number of cases reported by volunteers ( $r = .66, p < .001$ ). The more time devoted to the role the more likely a volunteer was to have a higher case report rate. The frequency of visits was also correlated with increased case reporting,  $r = .58, p < .001$ .

#### Relationships among independent and dependent variables

Considerable correlations were found among these variables given the use of multi-method data. The correlations of self-report questionnaire data with behavioral data were unconfounded by method variance.

Increasing age was moderately associated with an increase in the amount of time devoted to the Ombudsman role ( $r = .186, p < .10$ ). This relationship was not present between time devoted to the role and tenure with the Ombudsman project. Thus, the association between age and tenure did not explain the relationship between age and time devoted to the Ombudsman role.

The date of certification was correlated with the number of complaints filed against Ombudsmen ( $r = .56, p < .001$ ). Even after truncating this variable, the likelihood that an Ombudsman has had a complaint filed against him or her is associated with the amount of time they have been in their role.

Significant correlations were found between organizational commitment and three of the four success variables. Higher levels of organizational commitment were associated with increased time committed to the Ombudsman role ( $r = .37, p < .001$ ), more frequent visits to facilities ( $r = .25, p < .05$ ), and increased case reporting ( $r = .32, p < .01$ ).

Satisfaction was related only to increased frequency of visits at a moderate level ( $r = .19, p < .10$ ). No significant relationships were found between satisfaction and other variables of success in these models.

The three motivational factors were moderately associated with increased frequency of visits: agentic motivation ( $r = .20, p < .10$ ), communal motivation ( $r = .19, p < .10$ ), and affiliation motivation ( $r = .19, p < .10$ ). These relationships were not particularly strong and no significant correlations were found between these motivational factors and the other variables of success in these models.

### Relationships among dependent variables and COI

Certified Ombudsman Investigators are volunteers who have been selected by the Ombudsman program as superior volunteers. They may take on more challenging cases and responsibilities. These individuals have usually been with the program for a longer period of time, they have high filing rates for Monthly Activity Reports and Case Reports, and a high resolution rate for the cases they have filed. The selection of these individuals is based in part on the success variables used in this study and on a subjective assessment of the volunteer's performance as a long term care Ombudsman. Thus, this variable is a combination of the outcome variables addressed in these models.

Certified Ombudsman Investigators were more likely to be male ( $r = -.23, p < .05$ ), with high levels of organizational commitment ( $r = .23, p < .05$ ), and high expression of the importance of communal motivation ( $r = .19, p < .10$ ). COI status was related to length of time since certification as an Ombudsman volunteer,  $r = -.045, p < .05$ . The negative relationship expressed an increased likelihood of COI status the earlier the date of certification.

Significant correlations were found between the status of COI and high levels of time devoted to the role ( $r = .33, p \leq .01$ ), frequency of visits ( $r = .35, p \leq .001$ ), rates of case reporting ( $r = .40, p \leq .001$ ), and the number of complaints filed against an ombudsman ( $r = -.25, p < .05$ ). This variable was highly related to each of the outcomes measured in these models. Notably, the relationship between COI status and complaints filed against the Ombudsman was negative. This relationship might

express an inconsistent relationship between complaints against Ombudsman and Ombudsman efficiency.

### Regression Analyses

Regression Analyses were limited to those cases for which participants had a sum of active months greater than 0 ( $N = 92$ ). The total number of cases may varied among models. Linear regression analyses were performed for each of four equations with multiple independent variables. In each model the independent variables included age; gender; agentic, communal (offering), and affiliation motivational factors; organizational commitment; and satisfaction. The influence of experience with the long term care system was removed from the equations due to a lower response rates on this variable. See Table 8 for unstandardized and stardardized beta weights.

Multi-method data was utilized for these regression analyses so that these models explore questionnaire data predicting behavioral data. Given the exploratory nature of this study, an alpha level of .10 was used to evaluate the significance of all regression analyses.

#### Regression equation 1: Time devoted to the Ombudsman role

The variables in this model offered a significant contribution to the explanation of variation in time devoted to the Ombudsman role,  $F(7, 73) = 2.15$ ,  $p \leq .05$ . This model explains 8.5% of the variance ( $r^2 = .17$ ).



Table 8

Unstandardized and Standardized Betaweights for Regression Analysis, Models 1 - 4.

	<u>R1: Time</u> B(SE) $\beta$	<u>R2: Visits</u> B(SE) $\beta$	<u>R3: Cases</u> B(SE) $\beta$	<u>R4: Comp</u> B(SE) $\beta$
<u>N</u>	81	81	67	90
<u>Age</u>	.0004(.004) .108	.0002(.004) .083	-.0017(.008)* -.283*	-.0006(.004) -.190
<u>Gender</u>	-.0069(.102) -.075	-.0080(.092) -.101	-.195(.197) -.122	.0023(.096) .028
<u>OC<sub>c</sub></u>	.0009(.004)* .307*	.0003(.003) .107	.0019(.006)** .400**	.00008(.003) .027
<u>Satisfaction<sub>b</sub></u>	-.0094(.088) -.131	.0010(.079) .016	-.127(.169) -.100	.0078(.085) .116
<u>Agentic<sub>a</sub></u>	-.0079(.109) -.109	.0029(.098) .047	-.351(.194) <sup>+</sup> -.307 <sup>+</sup>	-.0063(.105) -.094
<u>Communal<sub>a</sub></u>	.0082(.103) .102	.0058(.093) .083	.218(.195) .162	-.0068(.100) -.090
<u>Affiliation<sub>a</sub></u>	.104(.086) .176	.0073(.078) .143	.0009(.151) .010	.0015(.081) .027
<u>R<sup>2</sup></u>	.17	.10	.215	.05

Note. <sub>a</sub> = factor derived from the Self-Expression Instrument, Part A; <sub>b</sub> = derived from the Self-Expression Instrument, Part B; <sub>c</sub> = construct measured by the Organizational Commitment Questionnaire.

<sup>+</sup>  $p < .10$ , \*  $p \leq .05$ , \*\*  $p \leq .01$ ; all correlations are based on two-tailed analysis.

Organizational Commitment had a significant positive effect on the time an Ombudsman devoted to the volunteer role,  $B = .0009(.004)$ ,  $p < .05$ . This was the only variable to approach significance in this model.

#### Regression equation 2: Frequency of visits

This model did not successfully explain the variance for this variable ( $F(7, 73) = 1.18$ ,  $p = .33$ ). Despite the high level of correlation between this variable and time devoted to the role (the other indicator of an Ombudsman's pattern of participation), the independent variables were able to explain variance in time devoted to the role and were not significant for this variable ( $r^2 = .10$ ). Time devoted to the role is more inclusive and is likely a more accurate indication of a volunteer's successful experience in this role.

#### Regression equation 3: Case reporting

This model provided a significant explanation of the influence of personal characteristics, motivations, and satisfaction on case reporting by volunteer Ombudsmen,  $F(7, 59) = 2.31$ ,  $p < .05$ . These variables explained 11% of the variance in case reporting,  $r^2 = .215$ . The N for this variable was lower than the other outcomes due to low Case Report filing rates by Ombudsmen.

Organizational commitment was significant in determining the explained variance for this outcome,  $B = .0019(.006)$ ,  $p < .01$ . Increased expression of organizational commitment was associated with increased case reporting. Younger volunteers were more likely to have higher levels of case reporting,  $B = -.0017(.008)$ ,

$p < .05$ . And, those volunteers who expressed less importance for agentic motivations had higher rates of case reporting,  $B = -.351(.194)$ ,  $p < .10$ .

#### Regression equation 4: Complaints filed against the Ombudsman

The variables in this equation were unsuccessful in explaining which Ombudsmen had received complaints on their performance,  $F(7, 77) = .62$ ,  $p = .74$ . The variance explained was insignificant,  $r^2 = .05$  ( $SE = .37$ ). Complaints filed against Ombudsmen may not be the most adequate indicator of Ombudsman Effectiveness given the limited variance for this outcome variable. Only five volunteers in this sample had one or more complaints filed against them. Furthermore, correlation with COI status reflected a negative relationship revealing an obscure relationship between this variable and success in the role. Those Ombudsman who have had a complaint filed against them may be more aggressive Ombudsmen and may in actuality be more effective.

## DISCUSSION

The altruistic nature of volunteerism does not easily lend itself to performance evaluation, yet for complex roles careful considerations should be given to the selection of those individuals not only willing but able to perform the responsibilities of the position (Clary & Orenstein, 1991). Duration alone does not accurately describe the volunteer experience (Omoto & Snyder, 1995) although this has been the outcome most commonly researched in the volunteerism literature. As with job performance, many other desirable outcomes exist for volunteer organizations. Exploration of psychological aspects of the volunteer experience proved valuable to the explanation of certain indicators of success in the role of Long Term Care Ombudsman. The rates of case reporting and the time devoted to the Ombudsman were influenced by the importance of particular motivations toward volunteerism, the extent to which these motivations are fulfilled by involvement with the Ombudsman program, and commitment expressed toward the organization. Frequency of visits reported by volunteers and complaints filed against Ombudsmen were also associated with motivations and organizational commitment, yet these may be less reliable indicators of success. Motivational Systems Theory was found to be a useful framework for analyzing the effects of personal characteristics and psychological aspects of the volunteer experience on success and satisfaction.

With increased cutbacks in community programs and a population of older adults living longer periods of their lives in retirement has come a call for elder

volunteerism (Warburton, Le Brocque, & Rosenman, 1998). This recent focus of attention on volunteerism needs to be accompanied by research on the psychological aspects of the volunteer experience (Omoto & Snyder, 1991). Exploration of the importance older adults expressed for motivations toward volunteerism has provided insight into which aspects of the experience are most appealing and which aspects of the position would promote increased participation of older adults in this form of active community participation.

The demographic characteristics of participants in this study were reflective of trends reported in the literature on volunteerism (Chambre, 1993). As in many volunteer organizations, the individuals involved were highly educated, predominately female, white, married, and have had extensive previous experience with volunteerism. This sample was unique in that approximately 80% of the participants were over the age of 55 and 39% of them mentioned family, personal, or professional experience with the long term care system as a motivation toward involvement with the volunteer program. The age range of participants was quite vast, but the majority of the volunteers were retired or working only part-time. The time demands of the Ombudsman role may explain these findings.

This study explored motivations of volunteers, the majority of whom are older adults, and applied theories addressing the satisfaction, organizational commitment, and successful performance experienced by individuals serving in the Ombudsman role. The complexity of this particular volunteer role allowed for the exploration of success outcomes related to volunteerism. Analysis of success variables, along with

sustained duration of involvement, and the relationship of these desired outcomes with psychological characteristics may provide organizations with information valuable to their recruitment and selection procedures (Clary & Orenstein, 1991). For organizations utilizing volunteers in roles requiring more than a desire to help, knowledge of which persons are more likely to be able to fulfill the responsibilities of the role is essential. The Long Term Care Ombudsman Program is such an organization and should be assisted by the data provided by this study.

### Conclusions

Increasing organizational commitment proved most valuable in the explanation of which volunteers were most likely to have high levels of Ombudsman effectiveness and positive patterns of participation. This construct has been studied previously in research conducted with this population (Nelson et al., 1995); levels of organizational commitment were found to be relatively high by Nelson and his colleagues as well as the present study. Overall, volunteers for the Oregon Office of the Long Term Care Ombudsman expressed high levels of organizational commitment. The key factor linking volunteer commitment to the organization and performance may be the selection of individuals with high levels of interest in the goals of the organization. Individuals who strongly support the goals of the Long Term Care Ombudsman were more likely to devote more time to their volunteer role and were found to have higher rates of case reporting.

The theoretical framework of this study, Motivational Systems Theory, promoted the alignment of an individual's personal goals with the goals of the organization. With the alignment of a volunteer's interest in advocating on the behalf of residents in long term care facilities and the organization's interest in the promotion of quality care and the protection of the rights of residents in long term care, goal alignment may be achieved. The theory was supported by the data through a strong association between organizational commitment and satisfaction and through the influence of organizational commitment to positive success outcomes. Organizational commitment had a significant positive effect on both the time an Ombudsman devoted to the volunteer role and levels of case reporting. This construct was essential to predicting which individuals were most likely to succeed in the role of Long Term Care Ombudsman.

Satisfaction was also predicted to have a significant effect on success outcomes. The overall expression of satisfaction with the fulfillment of motivations was high. Satisfaction contributed to the overall significance of models for time devoted to the role and rates of case reporting, however the unstandardized betaweight for this variable were not significant for the outcomes variables in this study. Furthermore, satisfaction was correlated only with increased frequency of visits at a moderate level. No association was found between this variable and the other indicators of success in the Ombudsman role. The expectation that high levels of satisfaction would be directly associated with success in the Ombudsman role was not strongly supported.

Although the direct effect of satisfaction may not be fully supported by this study, satisfaction may still be indirectly influential to success outcomes through organizational commitment. Expression of fulfillment of motivations toward volunteerism was highly and positively correlated with expression of commitment to the organization. As predicted by using Motivational Systems Theory. The influence of organizational commitment on success outcomes was significant. In future studies, methodology such as path analysis or structural equation modeling should be applied that allows for the exploration of the indirect effect of satisfaction on success in the volunteer role.

Fulfillment of particular motivations may be more important in determining the relationship between satisfaction and success than overall satisfaction in the role. Communal motivation was less correlated with satisfaction than the more self-oriented factors, despite higher expression of importance for communal motivations. The fulfillment of volunteers' communal motivations may be a more important aspect of the expression of satisfaction and consequently more strongly associated with success in the volunteer role.

In order to achieve alignment between organizational goals and the personal goals of volunteers, it would be expected that those individuals with communal, offering-type, motivations would be more committed, more satisfied, and more successful in their role. Individuals with high levels of offering motivation were thought to be more likely to internalize the goals of the Ombudsman program and more likely to have personal goals similar to the goals expressed by the organization.



Items categorized as communal (offering) in orientation were rated as the most highly important on the motivations measure and could be perceived as the primary reasons for the participation of many of the volunteers in this organization. However, a direct effect was not found for the influence of communal motivations on success in the volunteer role.

Lower expression of the importance of agentic motivations was moderately significant in the model for rates of case reporting. Those volunteers who expressed less importance for agentic motivations had higher rates of case reporting. This relationship was not significant for other success outcomes. Agentic motivations were among the most successfully fulfilled (satisfied) aspects of the volunteer experience although they were not expressed as the most important aspects of volunteerism.

Data on the differential influence of self-oriented and other-oriented motivations toward volunteerism remain inconclusive in relation to success in the Ombudsman role. In further studies, motivations should be tailored specifically toward older adults who are more likely to be retired. The development of a revised measure may provide a more clear assessment of the influence a volunteer's reasons for participating in an organization have on the individual's overall volunteer experience.

### Implications

#### Motivations of importance to volunteers and the satisfactory fulfillment of motivations

Overall, Ombudsmen were least motivated by motivations characterized as agentic or self-oriented. These items included associating with people of potential help

to one's professional pursuits fulfilling the expectations of family and friends, opportunities to identify and/or pursue training in one's career field, and a sense of prestige from participation in the organization. One communal factor also ranked among the least important motivational items: Raising funds to support worthwhile cause. Fundraising is not directly relevant to the Ombudsman role and was also found to be among the items least successfully fulfilled by participation with this organization. Each of these items had a mean score less than 2, reflecting a mean level of importance equivalent to makes no difference. Some of these items allude to the advancement of one's professional interests that may not be relevant for volunteers who have retired from their professions. Given the age range of this sample and the large percentage of participants who are retired, these factors may not address the specific motivations that guide an older adult to participate in this organization.

Given the relationship between the motivation and satisfaction scales, it was not surprising that items ranked as unimportant motivations were also rated poorly on the satisfaction scale. This was the case for associating with people of potential help to one's professional pursuits, fulfilling the expectations of family and friends, opportunities to identify and/or pursue training in one's career field, as well as raising funds to support worthwhile cause. Each of these items had an overall mean of less than 3.0, reflecting a response between barely satisfactory and satisfactory but could be better. However, the organization would not be advised to make efforts to improve the fulfillment of these particular motivations given the relative unimportance expressed for these items by the majority of participants.

One item ranked poorly on the satisfaction scale, yet was found among the most important motivations of these participants: Identifying major community problems and then doing something about them. As the third most highly rated motivation, this item is one that should be seen as an area for potential improvements. Efforts should be made by the organization to address volunteers' concerns that this aspect of their experience in the role of Ombudsman is not being fulfilled to their satisfaction.

Other motivations of particular importance to the volunteers in this study were helping a disadvantaged group and playing a part to encourage changes in the community. Overall, participants rated these items as very important to important to their decision to participate in the Ombudsman program. The opportunities provided by this organization to help older adults in long term care and to play a part in protecting the residents and advancing efforts to ameliorate this system should be stressed in the recruitment efforts of this organization.

Other items that may have been factors in the volunteers' decision to participate included interest in selecting a volunteer opportunity with an organization characterized by a minimum of friction among its members and efficiency with a minimum of wasted time and efforts. Given the often controversial relationship Ombudsmen may have with staff in the facilities they visit, it may be important for the Ombudsman program to offer support and to aim for positive relationship building among volunteers. This issue was among the most successfully fulfilled motivations with the majority of participants rating this aspect of their experience as completely

satisfactory or satisfactory. The latter issue, efficiency, is an attribute the organization seeks in its volunteers; based on these data, this is a quality these participants expect of the organization as well. The mean for this item was equal to the grand mean and rated overall as satisfactory, but could be better.

Other aspects of the volunteer position most successfully fulfilled by the organization included being able to choose the activities one would engage in and the time spent on them, working with congenial interesting people, participating in an organization that revises its priorities and policies to keep up with a changing society, and the opportunity to develop friendships. Participants were most highly satisfied with the fulfillment of affiliation and agentic motivations.

A positive relationship was expected between an offering-type communal orientation and success in the volunteer role. Individuals with high levels of offering motivation were thought to be more likely to internalize the goals of the Ombudsman program that reflect efforts to ameliorate the quality of care in long term care facilities. Items categorized as communal (offering) in orientation were rated as the most highly important on the motivations measure and could be perceived as the primary reasons for the participation of many of the volunteers in this organization.

Interestingly, not one of the communal motivation items was ranked among the five most successfully fulfilled items on the satisfaction scale. Two of the six items in this factor were among the least satisfactory aspects of the volunteer role. Another two items are below the grand mean: Playing a part in encouraging positive changes in my community and acquiring more knowledge about the community and how it operates.

Playing a part in encouraging positive changes in my community along with helping a disadvantaged group and identifying community problems and doing something about them were all ranked among the most important motivations expressed by participants. Although these volunteers are not completely dissatisfied with the extent to which their volunteer experience allows for the expression of these communal motivations, steps could be made by the organization to improve the volunteer experience by improving opportunities for these motivations to be more thoroughly expressed.

Fulfillment of agentic motivations was predicted to be linked to overall satisfaction, sustained volunteerism, and to the overall satisfaction of volunteers with their experience (Janoski & Wilson, 1995; Omoto & Snyder, 1995). Literature on volunteerism has revealed that those individuals who were most likely to gain personal benefits from involvement in volunteer efforts were most likely to choose to volunteer. According to Pool (1997), individuals who expect to receive personal benefit or fulfillment of personal goals from successful performance are more likely to be satisfied in their volunteer position. The extent to which volunteers perceive the likelihood of fulfillment of their personal goals may be embedded in the alignment of these personal goals with the perceived goals and values of the organization. High satisfaction ratings for some agentic motivations may, therefore, be valuable in achieving satisfaction and success among volunteers.

Satisfaction was ranked particularly high for the fulfillment of the desire to be able to choose the acts that one would like to engage in and the time spent on those acts. The flexibility of this position seemed to be very appealing and well developed

by the organization. This flexibility, unfortunately, often means that some volunteers choose not to fulfill certain obligations of the role such as submitting monthly activity reports and case reports. The organization must consider that sustained duration is valuable only as long as the volunteer is performing successfully in the Ombudsman role. A balance must be established to allow volunteers the flexibility they desire but also requires the fulfillment of Ombudsman obligations.

Similarly, fulfillment of affiliation motivations may not be preferable from an organizational standpoint given a possibility that individuals with high affiliation motivations may have difficulty withstanding controversial situations and maybe more likely to align themselves with concerns of the facilities they investigate by forming friendships and attachments with staff members. Individuals with high levels of affiliation motivation were predicted to be less successful in the Ombudsman role. It was predicted that these volunteers might find that their personal motivations would not be fulfilled through their role as volunteer Ombudsman and would therefore be likely to have lower levels of satisfaction.

Conversely, each item on the affiliation scale appeared in the top five items on the satisfaction scale. Although one would hope for positive relationships among volunteers and between Ombudsman program staff and the volunteers, volunteers who seek “opportunities to work with congenial, interesting people” outside of this framework may not be best suited for the role of Ombudsman. These volunteers may best serve the organization by volunteering as a friendly visitor. Continued efforts should be made in Ombudsman training to make the role of the Ombudsman clear and

to provide alternatives for persons with motivations that may not be fulfilled by the role.

Knowledge of the motivations of importance to the volunteers in this program and the areas where the organization has been and has not been successful in fulfilling these motivations should be used by Ombudsman programs as a tool for the recruitment and retention of volunteers.

#### Relationship of success outcomes to COI status

Selection of volunteers as Certified Ombudsman Investigators (COI) is based in part on the success outcomes explored in this study. Program Administration also gives consideration to duration of service and a subjective critique of the capability of each volunteer. Positive relationships were found among COI status, high levels of organizational commitment, high expression of the importance of communal motivation, and length of time since certification as an Ombudsman volunteer. This variable was highly related to each of the outcomes measured in these models. Notably, the relationship between COI status and complaints filed against the Ombudsman was negative. This relationship might reveal an inconsistent relationship between complaints against Ombudsman and Ombudsman efficiency.

Though COI status was not formally analyzed as a success outcome in the regression models, the results provided evidence for the value of utilizing this variable in future studies. More importantly, the correlation between this variable and success

outcomes provided validity for the outcomes in this study. This association verifies that the outcomes used are related to the program's desired outcomes.

### Success Outcomes for Volunteers

Other organizations able to develop a set of expectations for their volunteers may be able to explore the relationship between organizational commitment and a successful volunteer experience. Once selection of volunteers has surpassed sustained duration by volunteers, then increased organizational commitment should be considered as a means to obtaining organizational goals more effectively. The association between organizational commitment and satisfaction supported by this study and in other research (Omoto & Snyder, 1995; Porter & Steers, 1973) further supports the utilization of this construct in volunteer program management.

Overall time commitment and the rate at which volunteers submit reports to the organization are among the many indicators one could examine in regards to a successful volunteer experience. With further studies will come the analysis of other aspects of the volunteer experience. The outcome variables may be expected to differ between organizations, however continued research should produce guidelines for programs seeking to evaluate the performance of their volunteers. As organizations expand volunteer opportunities and come to rely on this powerful resource, performance evaluation and the thoughtful selection of volunteers for key roles may be expected to rise.



## Limitations of the Study

### Missing data

Some participants missed items on the reverse side of the demographics questionnaire. Unfortunately, the response rates for questions regarding previous volunteer experience and an open-ended question regarding motivation to volunteer were lower than for other variables in this study. Each of these items proved valuable in the exploration of characteristics and psychological aspects influential to the success of volunteers in the Ombudsman role. The lower response rates for these variables required their exclusion from the regression models. Had sufficient data been available to include these variables without jeopardizing the power of this analysis, the total variance explained by these models would be expected to be greater than that found with the models utilized in the present study. Correlations among these variables and the success outcomes were highly significant. See Table 5.

### Generalizability

With a response rate of approximately 70%, generalizability may be achieved for this population of volunteers. However, consideration should be given to the likelihood of selection effects. The participants in this study reported high levels of satisfaction and organizational commitment. It could be suggested that those volunteers who were more satisfied and more committed to the organization were more likely to respond. Steps may need to be taken in future studies to determine any differences between respondents and nonrespondents.

To generalize these findings to the volunteer experience of individuals involved in other programs, efforts must be made to determine the extent to which the success outcomes are similar. The variables used in this study represent only a few areas that may be considered in describing the successfulness of a volunteer. As the body of literature on the volunteer experience expands, other indicators of success should be evaluated in order to select those outcomes most valuable to each organization.

#### Variable substitution

As this was the first study to explore success outcomes for the Ombudsman program, the development of indicators of Ombudsman effectiveness and patterns of participation was exploratory. In evaluating the outcome variables, it was determined that the resolution rate was not as valuable a measure of success in the Ombudsman role as cases reported. Data on the rate of case reporting was to be used in the calculation of a resolution rate so this was a reasonable substitution.

#### Report submissions by volunteers

Among the volunteers who received lower scores for case reporting, time devoted to the role, and frequency of visits may be some Ombudsmen who did file cases with the organization and devote a great deal of time to their role yet do not submit the proper forms to the organization. The outcome variables were measured by the program's record of these variables and this dataset is reliant on the submission of Monthly Activity Reports and Case Reports by the volunteers. This is a requirement of the position; nevertheless, it is an aspect of the position often neglected by volunteers.

Lower scores for those who did not submit forms still reflect lower levels of success in the Ombudsman role as this is an expectation of all volunteers. However, in order to distinguish between low rates of reporting on the appropriate forms and actual low levels for each success outcome, future studies may benefit by developing a method of determining how often a volunteer submits the forms necessary to obtain the success outcomes. A separate variable could be created to reveal reporting rates in addition to the other variables created.

#### The exclusion of newly certified Ombudsmen

A total of 11 participants were excluded from this study due to the recentcy of their certification as Ombudsmen. The outcome data for these individuals were not useful as they were unlikely to have had an opportunity to complete Monthly Activity Reports or Case Reports by the time data collection had ended. Further studies may be able to utilize information reported by these participants if researchers are able to obtain additional outcome data past March 1998. A longitudinal study may be developed that could address the relationship between the responses of the newly certified Ombudsmen and their later performance on the outcome variables explored in this study.

### Further Research

#### Previous Volunteer Experience

Literature on trends in volunteerism reveals that the tendency to volunteer is often a lifelong commitment (Chambre, 1987; 1993; Fischer & Schaffer, 1993). Further

exploration of volunteer history should be conducted to determine the influence of this variable on the ability of individuals to fulfill the obligations of the position. A significant association was found between the extent of one's previous experience with volunteerism and each of the four success outcomes: time devoted to the role, frequency of visits, cases reported, and the number of complaints filed against the Ombudsman. Those participants with a more extensive volunteer history were found to have higher rates of case reporting, lower incidents of cases reported against them, more time devoted to the role, and more frequent visits to facilities. Significance for the regression models for time devoted to the role and case reporting was increased with the inclusion of volunteer history as a predictor. This variable was not included in the models for this study due to lower response rates for this question; however, future models exploring volunteer success should include this variable.

#### Socioeconomic status

In future studies, researchers should continue to explore the influence of education along with occupational status and income (SES) on the ability of volunteers to fulfill the expectations of the role. The participants in this study were very highly educated with many having worked in health care, law, or with the elderly. The time demands and driving expenses may be limitations for some potential volunteers with a lower SES. In this study, the variance among volunteers was limited and the income levels of volunteers were not obtained. This would be a valuable asset to further exploration of volunteer characteristics.

### Structural equation modeling

In order to examine the influence of volunteer characteristics, satisfaction in the role, and organizational commitment on success in the Ombudsman position most effectively, further studies of these data should utilize structural equation modeling. This method allows for the exploration of indirect as well as direct effect of these variables and the hierarchical analysis of these variables. Furthermore, multiple indicators may be utilized to explore a single construct, such as satisfaction, that may provide a more comprehensive analysis of the data.

### Other psychological aspects of the volunteer experience

Other measures completed by participants in this study may contribute to the understanding of the influence of psychological and demographic characteristics on the volunteer experience. Particularly measures exploring the integration of the Ombudsman role into one's self-concept, namely personal projects and possible selves. The motivations expressed by volunteers and the commitment expressed toward the organization may be influenced by the extent to which a volunteer integrates the role as an Ombudsman into his or her self-concept. Data from these measures should be explored in conjunction with the variables so far explored in the study of psychological aspects of the volunteer experience for long term care Ombudsmen.

### Summary

Though exploratory, this study was able to establish relationships among variables influential to the volunteer experience for Oregon Long Term Care Ombudsmen. Organizational Commitment was confirmed as a primary construct in assessing the success of individuals in the program and the overall application of Motivational Systems Theory proved valuable to the exploration of volunteer success in the Ombudsman role. Based on motivations of importance, successfully fulfilled aspects of the volunteer position, and demographic information, the Oregon Office of the Long Term Care Ombudsman may be able to enhance their strategies for the recruitment and retention of volunteers. Also, these data provide the organization with information on the overall level of satisfaction and organizational commitment among their volunteers.

The implications of this study reach beyond the assessment of Ombudsman program volunteers, to the idea of success as a measurable goal for volunteer organizations. This study may assist in the development of further analyses that may explore the indirect effects of satisfaction, motivations, and organizational commitment on the success of volunteers. The complexity of evaluating success as an outcome for volunteers necessitates such exploratory studies to define the relationships between variables. This study provided valuable information for use by the Oregon Office of the Long Term Care Ombudsman, applied Motivations Systems theory to the exploration of the volunteer experience for this population, and addresses the relationships between key constructions of influence to volunteer success. Further

research may expand on the results provided here to increase our knowledge of the motivations for prosocial behavior, such as volunteerism, and assist organizations in the achievement of alignment between the personal goals of volunteers and those of the organizations.

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## **Appendices**

## **Appendix A: Ombudsman Job Description**



## CERTIFIED OMBUDSMAN JOB DESCRIPTION

**MAJOR RESPONSIBILITIES:** Certified Ombudsmen are resident advocates who investigate and resolve complaints in order to protect the rights, dignity and safety of residents of nursing homes, residential care facilities, adult foster care homes and assisted living facilities.

### SPECIFIC DUTIES:

- ♣ Visit with residents, identifying complaints and concerns.
- ♣ Monitor resident care, staffing and building facilities.
- ♣ Investigate all complaints.
- ♣ Work with facility staff to correct problems, using a continuum of problem resolution and advocacy skills.
- ♣ Report all apparent cases of abuse as required by law.
- ♣ Submit reports monthly.
- ♣ Maintain communication with the Office of the Long Term Care Ombudsman.
- ♣ Promote respect and rapport between residents, facilities' staff and Ombudsman program.
- ♣ Inform residents, families and facility staff about residents' rights.
- ♣ Maintain confidentiality as required by law.

**QUALIFICATIONS AND SKILLS:** Good communication and problem-solving skills. Must be assertive and objective. Must be dependable and reliable. Must be 21 years of age or older.

**TRAINING AND BENEFITS:** Must attend 48 hours of initial training. Must attend six continuing education sessions annually.

**TIME COMMITMENT:** A minimum of sixteen hours each month, and a one year commitment.

**Hours:** Flexible

## **Appendix B: Instrumentation**

Demographic Information

Self-Expression Instrument

Organizational Commitment Questionnaire

## Demographic Information

1. Please place a check next to your gender.                      Male \_\_\_\_\_ Female \_\_\_\_\_

2. How old are you? \_\_\_\_\_

3. What is your racial/ethnic background?

\_\_\_\_\_ Caucasian

\_\_\_\_\_ Native American

\_\_\_\_\_ African American

\_\_\_\_\_ Asian

\_\_\_\_\_ Latino

\_\_\_\_\_ Other (Specify: \_\_\_\_\_)

4. Are you:    married \_\_\_\_\_    divorced \_\_\_\_\_    widowed \_\_\_\_\_    single \_\_\_\_\_

5. Please indicate the last year of school you completed.

\_\_\_\_\_ Less than 8<sup>th</sup>

\_\_\_\_\_ Partial College

\_\_\_\_\_ Junior high (9<sup>th</sup>)

\_\_\_\_\_ Associate or technical degree

\_\_\_\_\_ Partial High School (10<sup>th</sup> or 11<sup>th</sup>)

\_\_\_\_\_ Bachelor's degree

\_\_\_\_\_ High School Graduate

\_\_\_\_\_ Graduate degree

6. What is your current occupation?

\_\_\_\_\_ Full-time

\_\_\_\_\_ Self-employed

\_\_\_\_\_ Part-time

\_\_\_\_\_ Do not work outside the home

\_\_\_\_\_ Retired

7. Please describe your current or previous occupation.

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8. How long have you been a long-term care ombudsman?    \_\_\_\_\_ yrs.    \_\_\_\_\_ months

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9. What lead you to become an ombudsman?

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10. Would you describe yourself as:

- ☐ heavily involved in volunteer work throughout my life
- ☐ somewhat involved in volunteer work throughout my life
- ☐ rarely involved in volunteer work throughout my life
- ☐ never before involved in volunteer work

## Self-Expression Instrument

I. PLEASE READ CAREFULLY. THIS QUESTION HAS TWO PARTS. READ THE INSTRUCTIONS FOR PART A AND COMPLETE BEFORE GOING TO PART B.

A. People participate in voluntary associations such as the Long-term Care Ombudsman program for a variety of reasons. Listed on the following page are some aspects of membership individuals may feel are important reasons for participating in organizations such as the Ombudsman program.

We would like to find out which of these reasons would be important to you if you were deciding how to allocate your time and energy in the general area of volunteer activity. That is, what are you looking for in a volunteer organization? How important to you are each of the aspects of membership listed? Please look at each item and indicate, on the *left* side of the list, your response by putting an X through the appropriate number.

First, read the item, then decide how important it is as a reason why you personally participate in the Ombudsman program. If the item is extremely important to you, put an X through (1) for "*extremely important*". If the item is important but others (the "*extremely important*" ones) are more important, put an X through (2), for "*important*." If the aspect (item) makes some difference to you, but it is not as important as those you marked "*important*," or "*extremely important*," put an X through (3) for "*makes some difference*." If the item makes no difference to you, put an X through (4) to indicate that this aspect "*makes no difference*."

Remember, we are interested in the things that are really important to you personally. It does not matter whether they would be important to anyone else or whether they are official goals of the organization. Keep in mind that we want you to place each of the aspects of membership in one of the four labeled categories - extremely important, important, makes some difference, or makes no difference.

BE SURE YOU HAVE COMPLETED PART A BEFORE YOU BEGIN PART B. Thank you!

B. Now we would like to find out about your own experience in the Long-term Care Ombudsman program. Think about your participation in the Ombudsman program and ask yourself which of the aspects being an Ombudsman has allowed you to experience personally. For each aspect, put an X through the number, to the *right* of the list, that corresponds to how satisfied you have been with that aspect of your experience.

If your participation in the Ombudsman program has allowed you to experience that aspect of membership as much as you desire, put an X through (1) for "*completely satisfactory*." If your role as an Ombudsman has allowed you to experience that aspect to some extent, but not as much as you would like, put an X through (2), for "*satisfactory but could be better*." If you have experienced that aspect of participation in the organization only a little, put an X through (3) for "*barely satisfactory*." If your experience in this organization has not allowed you to experience a particular aspect at all, put an X through (4) which indicate that your experience with this aspect has been "*completely unsatisfactory*." If the item is not applicable to your own situation as an Ombudsman select (NA) by putting an X through this category. NA (Not Applicable) should be used only for items you marked as "makes no difference."

Example:

(1) (2) <input checked="" type="checkbox"/> (4)	1. Playing a part in encouraging positive changes in my community	(1) (2) (3) (4) (NA)
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*Self- Expression Instrument:  
Motivation to Volunteer and Satisfaction Within Volunteer Role*

- 1 - Extremely Important  
2 - Important  
3 - Makes some difference  
4 - Makes no difference

- 1 - Completely Satisfactory  
2 - Satisfactory but could be better  
3 - Barely Satisfactory  
4 - Completely Unsatisfactory  
N/A - Not Applicable

<i>A. Importance to You</i>		<i>B. Satisfaction With Experience</i>
(1) (2) (3) (4)	1. Playing a part in encouraging positive changes in my community	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	2. Working with congenial, interesting people	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	3. Helping a disadvantaged group in the community	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	4. The opportunity to experience a variety of training opportunities for self-development	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	5. The opportunity to identify and/or pursue interests and training related to a career.	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	6. Doing interesting things that enable me to escape the routines of my job or my work at home	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	7. Fulfilling the expectations of my family and friends	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	8. Obtaining training to develop my skills in leadership and administration	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	9. A sense of prestige from my participation in the organization	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	10. The opportunity to develop friendships	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	11. Identifying major community problems and then doing something about them	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	12. Association with people who are of potential help to me or my spouse in business or professional pursuits	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	13. Participating in an organization that takes an active role in influencing public policy	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	14. Exercising my own leadership and administrative talents	(1) (2) (3) (4) (NA)

- 1 - Extremely Important  
 2 - Important  
 3 - Makes some difference  
 4 - Makes no difference

- 1 - Completely Satisfactory  
 2 - Satisfactory but could be better  
 3 - Barely Satisfactory  
 4 - Completely Unsatisfactory  
 N/A - Not Applicable

<i>A. Importance to You</i>		<i>B. Satisfaction With Experience</i>
(1) (2) (3) (4)	15. The opportunity to improve myself by following the examples set by other members	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	16. Participating in an organization that revises its priorities and policies to keep up with changes in our society	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	17. Participating in an efficient organization that transacts its business with a minimum of wasted time and effort	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	18. Being able to choose activities that I want to engage in and/or the time I spend on them	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	19. Participating in an organization characterized by a minimum of friction among its members	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	20. Acquiring more knowledge about the community and how it operates	(1) (2) (3) (4) (NA)
(1) (2) (3) (4)	21. Raising funds to support worthwhile causes	(1) (2) (3) (4) (NA)

## Organizational Commitment Questionnaire

## Organizational Commitment Questionnaire (OCQ)

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### Instructions

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Listed below are a series of statements that represent possible feelings that individuals might have about the organizations for which they volunteer. With respect to your own feelings about the Oregon Long-term care Ombudsman program please indicate the degree of your agreement or disagreement with each statement by selecting one of the seven alternatives below for each statement. Place the appropriate number before each statement.

- 1 - Strongly disagree
- 2 - Moderately disagree
- 3 - Slightly disagree
- 4 - Neither disagree nor agree
- 5 - Slightly agree
- 6 - Moderately agree
- 7 - Strongly agree

- \_\_\_\_\_ 1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.
- \_\_\_\_\_ 2. I talk up this organization to my friends as a great organization to volunteer for.
- \_\_\_\_\_ 3. I feel very little loyalty to this organization.
- \_\_\_\_\_ 4. I would accept almost any type of assignment, or position responsibilities, in order to keep working for this organization.
- \_\_\_\_\_ 5. I find that my values and the organization's values are very similar.
- \_\_\_\_\_ 6. I am proud to tell others that I am part of this organization.
- \_\_\_\_\_ 7. I could just as well be working for a different organization as long as the responsibilities were similar.
- \_\_\_\_\_ 8. This organization really inspires me to be the very best in me in the way of role performance.
- \_\_\_\_\_ 9. It would take very little change in my present circumstances to cause me to leave this organization.
- \_\_\_\_\_ 10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.
- \_\_\_\_\_ 11. There's not too much to be gained by sticking with this organization indefinitely.
- \_\_\_\_\_ 12. Often, I find it difficult to agree with this organization's policies on important matters relating to its volunteers.
- \_\_\_\_\_ 13. I really care about the fate of this organization.
- \_\_\_\_\_ 14. This is the best of all possible organization for which to volunteer.
- \_\_\_\_\_ 15. Deciding to volunteer for this organization was a definite mistake on my part.

## **Appendix C: Informed Consent Form**

### Informed Consent Form

(In duplicate: send one back to us; keep the other for your files)

Title of Investigation: *The Ombudsman Experience: Predictors of Satisfaction and Success*

Investigators: Karen Hooker, Ph.D. (541)737-1099, Director,  
Program on Gerontology, Oregon State University  
John Edwards, Ph.D. (541)737-1370  
Assistant Professor, Department of Psychology  
Kevin Lanning, Ph.D. (541)737-2311  
Associate Professor, Department of Psychology  
Wayne Nelson, 1-800-522-2602  
Deputy Director of the State Office of the Long Term Care Ombudsman Program  
Kimberly N. DeHart (541)753-6392 Graduate Assistant,  
Department of Human Development and Family Sciences

Explanation: As a volunteer for the Office of the Long Term Care Ombudsman you play a major role in the success this program has experienced in advocacy efforts. We would like your assistance in collecting information regarding several personal characteristics including your motivations to become a volunteer and your satisfaction with your experience. This study will facilitate efforts to enhance recruitment and training of volunteer Ombudsmen. If you are willing to participate in this study, you will be completing a series of questionnaires and mailing the packet back to us in a pre-addressed, stamped mailer which will be included. It is estimated that completing these questionnaires will take approximately one hour of your time.

**Risks and Benefits:** Risks associated with completing the questionnaire are minimal. It is possible that thinking about your role as an Ombudsman or your reasons for becoming involved with this organization could raise some uncomfortable thoughts. Please note that participation is completely voluntary and you are free to leave any questions blank. The benefits of participation are that you can take pride and satisfaction in knowing that you will be contributing to a knowledge base which may help strengthen the Ombudsman program.

**Confidentiality:** The information you provide will remain confidential with regard to your identity. All questionnaires are coded by numbers and will be kept in locked files in a locked, private office. The investigators and trained students will be the only people who will have access to the files.

**Further Information:** You are invited to call the investigators at the above listed numbers if you have any questions about the study, now – or in the future. A brief summary of the results from the study will be prepared and sent to those who have participated

This is to certify that I \_\_\_\_\_

(Please print your name)

hereby agree to participate in a scientific study. I understand that my participation is voluntary

Date \_\_\_\_\_

Signature

Study explanation should be sent to this address:

phone \_\_\_\_\_



**Appendix D: Letter of Support**  
**from the**  
**Office of the Long Term Care Ombudsman**



# Oregon

John A. Kitzhaber, M.D., Governor

May 11, 1998

Office of the Long Term Care Ombudsman

3855 Wolverine NE, Suite 6

Salem, OR 97310

(503) 378-6533

Toll free 1-800-522-2602

TDD (503) 378-5847

FAX (503) 373-0852

Certified Ombudsmen and  
Certified Ombudsman Investigators



Subject: Oregon State University/LTCO Volunteer Research Project

Dear Volunteer Ombudsman:

Each of you knows first hand why the role of the volunteer ombudsman is considered one of the most difficult in the field of aging. You face many challenges and difficult conditions on a routine basis. But despite isolation, and sometimes inadequate support, researchers have consistently shown that you make a difference. Your grassroots monitoring and sentinel effects are critical to due process and resident choice in long term care. The 1995 Institute of Medicine study emphasized the value of your contributions by concluding that you serve a "vital public purpose" by challenging government and provider actions harmful to resident interests. It acknowledged your unique role as an uncompromised resident ally.

Unfortunately, there is very little information on the factors that make the ombudsman volunteer effort meaningful for some, but less so, or not at all, for others, and there is very little known about what contributes to effective problem resolution skills. Without such information, and without a clear understanding of what can be done to assist you in your work, effective program policies will continue to be difficult to formulate.

This office and Oregon State University are interested in the nature of your volunteer work experience. We look forward to working with an outstanding OSU research team, comprising Dr. Karen Hooker, whom some of you know from the Oregon Gerontological Conference, Dr. Kevin Lanning, Dr. John Edwards and graduate student Kim Dehart.

As intended by law, we will make our complaint outcome and volunteer participation data available to this important project. Of course, we will maintain complete resident confidentiality. But we also need your help. The only way we can find out about the ombudsman job is to ask you. All volunteer ombudsmen have been sent these questionnaires. The information you provide will be used to help improve the Oregon ombudsman program and other ombudsman programs nationally. But for this information to be useful, each questionnaire must be completed and returned.

You may be assured of complete confidentiality. The questionnaire has an identification number for mailing purposes only. This is so that we may check your name off of the mailing list when your questionnaire is returned, and we won't have to incur the expense of a follow-up reminder letter. Your name will never be placed on the questionnaire. You will never be identified.

The outcome of the research will be made available to all volunteer ombudsmen. What we learn will help us improve your work environment, and ultimately, long term care residents will be better served. If you have any questions, please call Wayne at 1-800-522-2602.

Thank you sincerely for your assistance.

Sincerely,

Meredith Cote  
State Long Term Care Ombudsman

## **Appendix E: Outcome Data**

Monthly Activity Report

Case Report: Complaint Information Form

Case Report and Code Guide

Example of Database on Complaints Against Ombudsmen  
– given for county rather than volunteer

## Ombudsman Monthly Activity Report

Name:

District:

Month/Year:

### Routine Facility Visits

(Do not include those visits that are exclusively complaint investigations)

[illegible]

### Other Activities

Number of Training Sessions For Facility Staff:

Topic(s):

Number of Annual Licensing Surveys Participated In:

Number of  
Minutes:

Number of Resident Councils Attended:

Number of  
Minutes:

Number of Family Councils:

Number of  
Minutes:

Number of Community Education Sessions You Sponsored or Attended as a Presenter:

Number of  
Minutes:

Identify Topic(s) and Group(s):

Number of Interviews/Discussions with Media

Number of  
Minutes:

Identify Media and Topic(s):

**Include Comments on Back!**

9/14/98

<b>Ombudsman:</b>	<b>Complainant:</b>		<b>Resident:</b>
<b>District:</b>	<b>Complainant's Address:</b>		(Use "group" if more than one resident)
<b>Facility:</b>	<b>Phone:</b>		<b>Gender:</b> <input type="checkbox"/> 1-Male <input type="checkbox"/> 2-Female
<b>Facility Address (if AFH):</b>	<b>Complainant's Relationship to Resident:</b> <input type="checkbox"/> 1-Resident		<b>Race:</b> <input type="checkbox"/> 1-African/American <input type="checkbox"/> 2-Asia
	<input type="checkbox"/> 2-Family/friend	<input type="checkbox"/> 3-Non-relative guardian/legal representative	<input type="checkbox"/> 4-Hispanic <input type="checkbox"/> 5-Native American
	<input type="checkbox"/> 4-Ombudsman	<input type="checkbox"/> 5-Facility/provider/administrator/staff	<input type="checkbox"/> 7-Other
	<input type="checkbox"/> 6-Other medical person/i.e. physician/staff	<input type="checkbox"/> 7-Other social service agency	<b>Pay Status:</b> <input type="checkbox"/> 1-Medicare
	<input type="checkbox"/> 8-Unknown	<input type="checkbox"/> 9-Other	<input type="checkbox"/> 3-Both Medicare and Medicaid <input type="checkbox"/> 4-Private & private ins
			<input type="checkbox"/> 6-Other

<div>A. Complaint code</div> <div>B. Number of residents affected</div> <div>C. Verification</div> <div>D. Complaint against:</div> <div>E. Primary referral</div> <div>F. Disposition</div> <div>G. Complaint investigated by</div> <div>H. Legal consultation needed</div> <div>I. Regulatory enforcement used</div> <div>J. Administrative enforcement used</div> <div>K. Civil legal action needed</div> <div>L. All</div>														
1														
2														
3														
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6														
7														
8														
9														
10														

Complaint Information

Legal Assistance/Remedies

A



## Case Report and Code Guide

### Case

Each inquiry brought to, or initiated by, the ombudsman on behalf of a resident or group of residents involving one or more complaints or problems which requires opening a case file and includes ombudsman investigation, fact gathering, setting of objectives and/or strategy to resolve and follow-up.

### Complaint

A concern brought to, or initiated by the ombudsman for investigation and action by or on behalf of one or more residents of a long-term care facility relating to health, safety, welfare or rights of a resident. One or more complaints constitute a case.

### Verification

If it is determined after the ombudsman's investigation (interviews, record inspection, observation, etc.) that the circumstances described in the complaint are substantiated or generally accurate, the complaint is verified. In most cases, the verification will come from the ombudsman's investigation.

However, in an abuse case, the case must be immediately referred to the local protective services agency for investigation when there is reasonable cause to believe that abuse might have occurred. If the ombudsman has not verified the abuse through observation, then the ombudsman must track each abuse case (and the other rare non-abuse referrals). Then the ombudsman enters the other agency's verification on the case report.

### Consultation

A consultation is a discussion about an issue that is not a complaint. Residents, their family members, providers and others may contact you to discuss an issue or render advice. Examples include calls for information about residents' rights where there is no specific complaint or advice on selecting a long term care facility. Consultations are reported on the Case Report, with the appropriate code in Column A (use complaint codes) and enter "3-Not a complaint" in Column C under Verification.

#### Helpful Hints

1. A case is complainant driven. The rule of thumb is one complainant to a case.
2. There may be several complaints within one case.
3. A referral of a complaint does not equal disposition.
4. One ombudsman per case report—if you are working with a partner, only one of you needs to file a report.
5. Try not to use "other" as a complaint category.

## Complaints Against Ombudsmen for 18-Month Period

July 1, 1995–December 31, 1996

District	Total Complaints	Source of Complaint							
		Provider				Resident	Family	SDSD	Other
		NF	AFH	RCF	ALF				
Clackamas	6	1	1	1			1	2	
Clatsop/Tillamook	2		1		1				
Columbia	2	1	1						
Coos/Curry	3	1	1						1
Deschutes/Jefferson/Crook	2	1	1						
Douglas	0								
Harney	0								
Jackson	4		1				1	1	1
Josephine	7		4				3		
Klamath/Lake	2						2		
Lane	10	5	1	2		1	1		
Lincoln	7	2	1		2		1		1
Linn/Benton	3	2		1					
Malheur	0								
Marion/Polk/Yamhill	6	4					1	1	
Multnomah	8	4					4		
Umatilla/Grant/Gilliam/Morrow/Wheeler	0								
Union/Wallowa/Baker	0								
Wasco/Sherman/Hood River	1	1							
Washington	4	1		1			2		
<b>Total Complaints</b>	<b>67</b>	<b>23</b>	<b>12</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>16</b>	<b>4</b>	<b>3</b>

	Total	NF	AFH	RCF	ALF
Total Ombudsman Visits	14,435	6,533	5,333	1,344	1,225
Total Facilities Visited (unduplicated)	1,006	157	708	84	57

H=200 300 150 n=70

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## Appendix F

Regression Equations for Exploration of Relationship Among Motivational Factors, Satisfaction, Organizational Commitment, and Success in the Ombudsman Role.

*Regression Models*

Independent Variables	Dependent Variables
Age	Time
Gender	Visits
Agentic Motivations <sub>a</sub>	Case Reporting
Communal Motivations <sub>a</sub>	Complaints
Affiliation Motivations <sub>a</sub>	
Satisfaction <sub>b</sub>	
Organizational Commitment <sub>c</sub>	

Note.

- a Factor derived from the Self-Expression Instrument, Part A
- b Factor derived from the Self-Expression Instrument, Part B
- c Construct measured by the Organizational Commitment Questionnaire